

CITY OF STAMFORD

ANNUAL REPORT FISCAL YEAR 2014-15



David R. Martin

Mayor



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PART I – STAMFORD OVERVIEW

1. ABOUT STAMFORD

Stamford, first settled in 1641, is Connecticut's third largest city by population. It was named the Town of Stamford in 1642 and was admitted to Connecticut in October 1662. In 1893, the City of Stamford, comprising the central portion of the Town of Stamford, was incorporated. Thereafter, the City of Stamford became a composite part of the Town of Stamford resulting in two separate governments. On April 15, 1949, the Town and City were consolidated and named the City of Stamford. Stamford covers an area of approximately 40 square miles located on Long Island Sound between Greenwich to the west and New Canaan and Darien to the east.

The City is less than one hour from New York City by rail or highway transportation. It is on the New Haven line of the Metro-North commuter railroad and also receives service from Shoreline East, Amtrak, and Conrail which provide daily passenger and freight service. It is served by interstate, intrastate, and local bus lines. The Connecticut Turnpike (I-95), the Boston Post Road (U.S. Route 1), and the Merritt Parkway (CT Route 15), traverse the City.

Stamford has a high concentration of national and international corporate headquarters, and it is the major retail trade center of Fairfield County, yet it maintains its suburban character and residential areas. The City offers its residents a high quality of life including good schools, a broad array of public services, attractive parks and recreational activities, and a safe living environment. Through sound urban planning the City has strengthened its downtown retail core, increased its housing and cultural facilities, and attracted major office development.

Following the restoration of Mill River in 2009 and the opening of the first section of Mill River Park in May 2013, construction has begun on the Brownstein/Selkowitz Carousel Pavilion that will house the hand carved Nissen Carousel. In spring 2015 the Federal Emergency Management Agency (FEMA) confirmed a change in its flood maps for areas around the park where 100-year flood elevations have been lowered by three feet and the floodplain contracted to be contained wholly within the park's own floodplain, removing flood risk from many streets and private properties. In spring 2016, construction



of Phase 2 of the park landscape covering the next 8 acres of the park along both sides of the river from Main Street to Richmond Hill Avenue will begin. The plans include further flood mitigation south of Main Street. Over 1,500 residential units have been built within one block of the park and another thousand units are in the pipeline. New local real estate tax revenue from development that has occurred within a block of Mill River Park since the project began exceeds \$10 million annually.

A new Transit-Oriented Development ("TOD") project planned for the Stamford Transportation Center includes a new parking garage, hotel, and retail space. The second and final construction phase of the Stamford Urban Transitway (SUT), which provides automobile and enhanced bus, bike, and pedestrian connections between the Stamford Transportation Center and the City's East Side, commenced in the first quarter of 2013.

The 82-acre Harbor Point development in the South End continues under active construction. To date, more than 2,000 apartment units have been completed, are under construction, or have received approval to commence construction. The project includes 4,000 residential units of which ten percent are affordable housing; commercial space including office buildings, a grocery store, a waterfront hotel, restaurants, and a marina; more than 11 acres of parks and public spaces; a community school; and publicly accessible waterfront areas.

The University of Connecticut (UConn) Stamford Branch is planning an expansion which will include 250 units of residential housing. Stamford Hospital's construction of a \$450 million development that will include a new five-story hospital building and a central utility plant is well underway.

a. U.S./State of CT Census Statistics

Stamford is an important residential suburb in one of the highest per capita income areas of the United States. The 2009–2011 American Community Survey reports Stamford's per capita income as \$41,762 with a 2010 Census population of 122,643.



<i>Population Trends and Densities</i>			
Year	Population ¹	Percent Change	Density ²
1960	92,713	—%	2,324
1970	108,798	17.3	2,727
1980	102,453	(5.8)	2,568
1990	108,056	5.5	2,708
2000	117,083	8.4	2,934
2010	122,643	4.7	3,074
2013	123,995	3.1	3,107
2014.....	128,278	1.3	3,215

<i>Educational Attainment - Years of School Completed – Age 25 and Over</i>				
	City of Stamford		State of Connecticut	
	Number	Percent	Number	Percent
Less than 9 th grade	6,606	7.6%	109,133	4.5%
9 th to 12 th grade, no diploma	5,209	6.0	155,272	6.4
High school graduate	19,365	22.4	678,370	27.8
Some college, no degree	13,030	15.1	431,469	17.7
Associate's degree	4,632	5.4	178,597	7.3
Bachelor's degree	21,440	24.8	498,124	20.4
Graduate or professional degree	<u>16,287</u>	<u>18.8</u>	<u>392,796</u>	<u>16.1</u>
Total	86,569	100.0%	2,443,761	100.0%
Total high school graduate or higher	—	86.4%	—	89.2%
Total bachelor's degree or higher	—	43.6%	—	36.5%

¹ Source: U.S. Department of Commerce, Bureau of Census, Census of Population 1960–2010; State of Connecticut Department of Public Health; 2013–2014 Estimated

² Population per square mile: 39.9 square miles.



<i>Age Distribution of the Population³</i>				
	City of Stamford		State of Connecticut	
Age	Number	Percent	Number	Percent
Under 5 years	9,253	7.5%	197,395	5.5%
5 to 9 years	6,482	5.2	220,139	6.1
10 to 14 years	7,414	6.0	236,742	6.6
15 to 19 years	6,692	5.4	255,816	7.1
20 to 24 years	7,585	6.1	229,708	6.4
25 to 34 years	21,816	17.6	428,258	12.0
35 to 44 years	19,025	15.3	469,746	13.1
45 to 54 years	17,361	14.0	568,510	15.9
55 to 59 years	6,887	5.6	246,210	6.9
60 to 64 years	5,654	6.4	210,753	5.9
65 to 74 years	7,715	6.2	269,422	7.5
75 to 84 years	5,440	4.4	164,260	4.6
85 years and over	<u>2,671</u>	<u>2.2</u>	<u>86,602</u>	<u>2.4</u>
Total	123,995	100.0%	3,583,561	100.0%
2013 median age (years)	36.3	—	40.2	—
2010 median age (years)	37.1	—	37.4	—

<i>Comparative Income Measures</i>		
	City of Stamford	State of Connecticut
Per capita income	\$43,647	\$37,892
Median household income	87,865	\$87,245

³ 2013 American Community Survey, <http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>



<i>Income Distribution</i> ⁴				
	City of Stamford		State of Connecticut	
	Families	Percent	Families	Percent
\$ 0 – 9,999	814	4.8%	29,895	3.3%
10,000 – 14,999	680	3.9	19,176	2.1
15,000 – 24,999	2,001	7.7	47,319	5.2
25,000 – 34,999	2,266	7.3	56,997	6.3
35,000 – 49,999	2,560	9.5	86,025	9.5
50,000 – 74,999	4,309	15.7	143,989	15.9
75,000 – 99,999	3,758	12.6	131,874	14.6
100,000 – 149,999	4,956	15.6	187,718	20.8
150,000 – 199,999	2,488	7.8	90,602	10.0
200,000 and over	<u>5,835</u>	<u>15.1</u>	<u>109,982</u>	<u>12.2</u>
Total	29,667	100.0%	1,355,849	100.0%

b. Neighborhoods of Stamford

While Stamford is divided into 20 districts for the purpose of representation on the City’s Board of Representatives, residents often identify closer to the “neighborhood” that each lives in. In Stamford, there are 13 general neighborhoods. Since these are not formally delineated in any way, exact borders cannot be identified, but they generally are: Glenbrook, Cove, Downtown, East Side, North Stamford, Ridgeway-Bulls Head, Shippan, Springdale, Turn of River-Newfield, Waterside, West Side and Westover.

The northern half of the South End, one of the earliest neighborhoods of Stamford, is currently being redeveloped by Building and Land Technology (BLT), which purchased 82 acres, including the old Yale & Towne site, which is now a residential building known as the “Lofts at Yale and Towne.” About 4,000 housing units are either constructed, under construction or in the planning process, along with retail and office space. This section of the South End is rapidly becoming a new neighborhood, commonly referred

⁴ 2013 American Community Survey, <http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>



to as Harbor Point. The complete South End BLT development is generally known as Harbor Point, although from a zoning perspective, the development is separated into Yale Towne on the north and Harbor Point to the South.

2. INTRODUCTION TO CITY GOVERNMENT

a. Structure

The City of Stamford operates under a Charter adopted in 1949 and most recently revised in November 2013. The 2013 18th Charter Revision was undertaken to correct discrepancies created by the 2012 decennial charter review. The 2012 revisions mandated a Board of Ethics, created a Historic Preservation Advisory Commission, added a preamble concerning Citizens' Rights, created a single combined fire department consisting of the existing municipal department and the five volunteer companies, and made a number of technical changes to the Charter.

The chief executive officer of the City is the Mayor, who is elected for a four-year term of office. The legislative function is performed by a forty-member Board of Representatives whose members are elected, two from each of twenty districts, for four-year terms. The Board of Representatives adopts ordinances and resolutions and must approve all expenditures of funds. A six-member Board of Finance, elected to staggered three-year terms with provisions for representation of two major political parties, establishes fiscal policy and must approve all expenditures of funds.

The City provides a full range of municipal services, including education, public safety (police and fire), public works (engineering, road construction and maintenance, waste disposal, sewage treatment, building maintenance, etc.), health and social services, planning and development, and recreational and cultural services. Approximately 1,209 full-time municipal and 2,198 FTE (full time equivalent) public school system employees provide services to a community which geographically spans nearly 40 square miles and includes over 120,000 residents. A listing of City offices and additional information about the City is available on the City's website at www.cityofstamford.org.

b. Principal Municipal Officials

The Mayor, subject to the approval of the Board of Representatives, appoints four Directors: the Director of Operations, Director of Administration, Director of Legal Affairs, and Director of Public Safety, Health



& Welfare. The Mayor also appoints the Director of Economic Development and a Chief of Staff. The Directors and the Chief of Staff serve at the Mayor's pleasure and their terms are coterminous with the Mayor's term of office.

<i>Municipal Officials</i>		
Office	Name	Manner of Selection/ Term
Mayor	David R. Martin	Elected/4 years
Dir. of Administration	Michael Handler	Appointed by Mayor
Director of Operations	Ernest Orgera	Appointed by Mayor
Director of Legal Affairs	Kathryn Emmett, Esq.	Appointed by Mayor
Dir. of Public Safety, Health & Welfare	Ted Jankowski	Appointed by Mayor
Director of Economic Development	Thomas Madden	Appointed by Mayor
Chief of Staff	Michael Pollard	Appointed by Mayor
Superintendent of Schools	Dr. Winifred Hamilton	Appointed by Board of Ed

PART II – CITY OF STAMFORD OPERATIONS

Overall, Stamford has maintained its AAA bond rating with Standard & Poor's and continues to be in strong financial condition. Despite rising costs, a record-setting winter, and a number of unforeseen stresses on the budget, this year Stamford came in with a surplus of approximately \$350,000xxx.

3. MAYOR'S OFFICE

Mayor David R. Martin was elected on November 5, 2013 as the 31st Mayor of the City of Stamford. Mr. Martin began his four-year term on December 1, 2013, and his term will expire on November 30, 2017.

Mayor Martin's Cabinet members are as follows:

- Laura Burwick, Special Assistant
- Elizabeth Carlson, Special Assistant — Communications
- Kathryn Emmett, Esq., Director of Legal Affairs
- Cindy Grafstein, Special Assistant — Education
- Michael E. Handler, Director of Administration
- Thaddeus K. Jankowski, Director of Public Health & Safety



- Thomas Madden, Director of Economic Development
- Ernie A. Orgera, Director of Operations
- Michael Pollard, Chief of Staff
- Robin Stein, Special Assistant — Land Use
- Clemon Williams, Director of Human Resources

In addition to the Mayor's Cabinet, the Mayor's Office has an Executive Assistant, Valerie Pankosky, and an Executive Secretary, Marjorie Woldan. Tim Curtin remains Chairman of the Old Town Hall Redevelopment Agency on a volunteer basis; and Martin Levine volunteers as Special Assistant — Appointments.

a. Appointments to Boards and Commissions

The Mayor has appointed/reappointed 27 individuals to Boards and Commissions between December 1, 2014 and June 30, 2015.

b. Constituent Services Summary

The Mayor's Office receives over 100 requests for service monthly from constituents, citizens, elected officials, board members, community agencies and businesses. In addition, the Mayor is required weekly to sign dozens of contracts, agreements, and other items which require Mayoral review, approval and processing. A significant number of letters from constituents seeking information, assistance in resolving issues or simply sharing an opinion, are also addressed and responded to accordingly. In addition to the Mayor's very hectic work and meeting schedule, the Mayor receives many invitations to attend and participate in community events and strives to attend each event personally.

Mayor's Night In/Out

Mayor Martin has held five meetings with residents of Stamford at Mayor's Nights In and Out. These are alternated between being held in the Mayor's Office and at locations throughout the different neighborhoods. From July 1, 2014 through June 30, 2015, more than 150 people came to see the Mayor over the course of the five events.



c. Cabinet Meetings, Employee Communications, Directors & Managers Meeting

The Mayor's bi-weekly Cabinet meetings are a collective forum for members of the Administration to discuss important government projects, department issues, challenges, as well as other matters concerning the City. This year, the Mayor's Office is continuing its efforts on projects that transform the way City government works.

Directors & Managers Meeting

Four times a year, Mayor Martin invites all Directors and Department Managers throughout the City to participate in a roundtable discussion to share information and discuss current projects, initiatives and issues within each department. These sessions are very informative and provide the opportunity for each department to become familiar with what is happening throughout the City.

Employee Communications

Employees are able to keep apprised of day-to-day activities, programs, opportunities and other newsworthy items through the City's Intranet. Employees and departments submit information for postings to the site. In addition, a city employee newsletter is issued every three months and the Mayor meets with all employees 3 times per year.

City employees enjoyed fun and team spirit at the Annual Board of Representatives Softball Game, held in July. The very well-attended 2015 game welcomed many new players and guests to the event at Boccuzzi Park.

Many community events and holiday celebrations are held throughout the year at Government Center to which all City employees are invited and encouraged to attend.

On July 6, 2015, Mayor David Martin delivered his second State of the City Address to Stamford's Board of Representatives. Below, we share with you some of the highlights and achievements Stamford has seen in Fiscal Year 2014/2015.

d. Mayor's Youth Services Bureau

The mission of the Mayor's Youth Services Bureau (MYSB) is to promote the development of caring, responsible and successful young people in the Stamford. This is done through the following direct services: juvenile justice prevention and intervention, youth activism, adventure education, youth



development, youth employment and coalition building. The Mayor's Youth Services Bureau also serves as the Lead Local Interagency Services Team (LIST) for the Stamford/Greenwich Court Catchment Area as designated by the State of Connecticut Judicial Branch, DCF and CSSD. The Lists are intended to engage and integrate communities into statewide planning efforts to meet the needs of youth at risk and court involved youth and their families to prevent further juvenile justice involvement. During FY 2014-15, the Mayor's Youth Services Bureau included four full-time staff members, one part-time staff member, and 45 seasonal staff, as described below. The budget for the bureau was \$470,513.

Restorative Justice

Restorative Justice is an approach to crime and wrongdoing that not only engages victims, offenders and their affected communities, but it is in fact governed by these three stakeholders. Restorative justice is about turning our attention and resources toward first recognizing harms experienced through crime, and then creating the conditions for that harm to be repaired, with a focus on righting relationships which have been thrown out of balance through harmful actions.

The result: real solutions that provide support and answers for victims, a plan to repair the harm that has been done and requires offenders to take responsibility for their actions. Restorative justice is cost-effective, shows the highest rates of victim satisfaction and reduces the offender re-offense rate from a national average of 60% to only 10%. Restorative Justice emphasizes the way in which crimes affect not only people, but also the community in which they live. This is good old fashioned community problem solving.

Traditional criminal justice systems ask:	Restorative Justice asks:
1. What laws have been broken?	1. Who has been hurt?
2. Who did it?	2. What are their needs?
3. What punishment do they deserve?	3. Whose obligation is it to meet those needs?

The aim of Restorative Justice is not forgiveness or reconciliation, although these are not uncommon outcomes of restorative justice processes. Restorative Justice is about addressing the needs of the victim(s) and the community. While Restorative Justice is focused on repairing the harm experienced by the victim, it also provides a unique opportunity for offenders to take accountability, make things right and integrate back into their community with a renewed sense of responsibility and dignity. Engaging



victims, offenders and their affected communities is done using processes that preserve the respect and safety of all involved. The Restorative justice project served 700 kids and families in 2014-15.

Adventure Education

The purpose of the Mayor's Youth Services Bureau's Adventure Education program is to promote and strengthen self-confidence; communication skills; teamwork; trust; and leadership skills in children and teens. The adventure program is also used to promote healthy relationships between children and adults.

The program has several components. During the academic year, the Adventure Education program regularly works with a variety of community groups, youth serving agencies, and public and private school groups. During the summer, we offer a full seven week day camp for Stamford youth between the ages of 10-14. Pathfinders Adventure Camp offers a combination of traditional camp activities and adventure components, including challenge course programming, canoeing, mountain biking, hiking, orienteering, and rock climbing. The camp served over 250 kids in 2014-15.

Mayor's Youth Leadership Council

The mission of the Mayor's Youth Leadership Council (MYLC) is to promote safe schools and communities, with an emphasis on teen dating violence and school climate and culture, which includes bullying, sexual harassment and mental health. MYLC's model of youth activism has three components: public awareness activities, volunteer programs and social change campaigns.

During the 2014-2015 school year, MYLC continued operations at Stamford High School and Westhill High School and created a chapter at AITE High School. The chapter at Stamford High closed the school year with 149 members, making it the largest student-led organization at the school, and one of the largest youth activism organizations in Connecticut. During the school year, the MYLC Stamford High chapter designed and led 46 public awareness activities in school and the community that reached more than 3,500 students and adults with information about several social issues. In addition to its ongoing public awareness campaign, the chapter testified in Hartford in support of legislation to strengthen educators' reporting requirements about child abuse (legislation became law). The chapter successfully lobbied the Stamford Public Schools central office to include a student on the search team for a new principal, and strengthen the training provided to certified personnel recently hired by the school



district. Also, the chapter continued its high school orientation program, which reached 28 percent of the incoming freshmen class.

The MYLC chapter at Westhill High School had 68 members. The chapter designed and completed 30 public awareness activities about mental health, which is the chapter's social issue.

The newly formed MYLC chapter at AITE high School was established in January of 2015 with an enrollment of 30 members. The chapters social change issue is Mental Health Awareness as voted by the student body. This chapter designed and completed 18 awareness projects and was highlighted in the AITE newspaper. The chapter also produced a Public Service Announcement on Mental Health Matters.

MYLC is the past recipient of the Governor's Educational Citizenship Award and the Volunteer Program Award from the Volunteer Center of Stamford.

Coalition Building

The Mayor's Youth Services Bureau (MYSB) provides support to all youth serving organizations in the Stamford/Greenwich Court Catchment Area by serving as the Lead Local Interagency Implementation Team (LIST) as designated by the State of Connecticut Judicial Branch, DCF and CSSD. The 13 Lists, one in each court catchment area of the state, are intended to engage and integrate communities and local voice into statewide planning efforts to meet the needs of youth at risk, court-involved youth and their families to prevent further juvenile justice involvement.

In FY 2014-15 the members of Stamford Afterschool Network, Juvenile Justice Programs, Systems of Care programs and Stamford Public Schools met 10 times and convened over 110 youth-serving agencies to identify strengths, weaknesses and gaps in services. The goal is to provide wrap around services to families in our area using all of the resources available and to serve as a voice at the state level to advocate for funding to provide needed resources for gaps in services.

Our ultimate goal is to continue to support the building of a healthy community that promotes asset development and views youth as resources. The MYSB will work with schools, community organizations, and most importantly, the young people to ensure that they are provided with the support and guidance they need to become the leaders of tomorrow.



The MYSB vision is to reach every young person in Stamford who wants to get involved in positive, safe and rewarding activities in an environment where they are treated with dignity, respect and positive regard. We work with schools and community organizations to find ways young people can get involved, be engaged and help make significant contributions that are meaningful and beneficial. MYSB strives to ensure that our local youth have the support and guidance they need to become the leaders of tomorrow.

e. Mayor's Youth Employment Program

The Mayor's Youth Employment Program completed its 4th year with 75 Stamford residents who are current junior or seniors. The high school students work in five week internships provided by the city's business and non-profit communities. The program offers employment, mentoring, coaching, job skills development, and assistance in college and career planning. Each student was provided with 140 hours of hands-on work experience and 27 hours of leadership development, which included job readiness and group project preparation, with lessons in:

- Soft skills for success;
- First Work Week;
- Resume Development;
- Money Management;
- Interview Skills and Job Search Resources;
- Resume completion.

f. Mayor's Multicultural Council

It is the Mission of the Mayor's Multicultural Council of the City of Stamford, Connecticut to inform, celebrate, promote, understand, appreciate and respect the rich diversity of the many cultural groups that enrich the City.

The Mayor's Multicultural Council (MMC) has approximately 15 members who celebrate and promote the understanding and respect of a rich diversity of the many cultural groups that enrich the City of Stamford. Annual programs such as: My Neighbors Faith, Columbus Day Parade, Miss Latina USA, Martin Luther King celebration, Stone Soup, Three Kings Celebration, Indian Festival of Lights and Juneteenth celebrations, are an opportunity to bring the community together. Additionally, the MMC recognizes more than a dozen Independence Day celebrations throughout Stamford each year.



In September of 2015, the Mayor, in collaboration with the MMC and the city's elementary schools, along with MarcUS for Change, hosted the second Mayor's Children's Parade to celebrate the diversity of cultures that make up our student population held at Mill River Park followed by the inaugural International Festival that celebrated diversity through dance.

This year, the monthly visits to Houses of Worship have been continued.

g. Mayor's Task Force on the Animal Control Center

The Task Force worked through 2014 and into 2015, ultimately issuing its final report, which

- Identified volunteer procedures and policies;
- Assessed alternate locations;
- Identified policies and procedures by which to operate the facility;
- Recommended staffing needs; and
- Drafted and submitted ordinances for consideration by the Board of Representatives.

The Task Force completed its work in May of 2015.

<i>Mayor's Office – At a Glance</i>		
	2013-14	2014-15
Appointment to Boards & Commissions	75	27
Mayor's Youth Employment Program Participants	75	75
Adventure Education Program # of students served	242	250

4. OFFICE OF ADMINISTRATION

The Office of Administration is responsible for the administration of municipal finance functions including, but not limited to, accounting, treasury, payroll, budgeting, purchasing, central services, grants, tax assessment and collection, risk management, and information technology.

The Director of Administration is charged with the responsibility to develop, maintain, and improve the City's financial systems, procedures, and internal controls; to execute financial and administrative decisions in an effective and accountable manner; and to advise the Mayor and the City's fiscal boards



with respect to financial and administrative matters in accordance with the Charter, local ordinances, and State law to ensure that elected and appointed officials have appropriate information available to assist them in making financial decisions advantageous to the City and its taxpayers.

The Director provides executive leadership to all of the operating divisions within the Office of Administration and is responsible for the administration, supervision, and performance of the Office of Policy and Management (OPM), the Grants Office, the Community Development Office, the Assessor's Office, the Tax Collector's Office, the Controller's Office, Technology Management Services, and Risk Management.

As the chief financial officer for the City, the Director of Administration has all of the customary powers of Town Treasurers and, as such, is responsible for the issuance of all municipal debt.

a. FY 2014-2015 Budget Highlights

The Standard & Poor's and Moody's ratings agencies evaluate the City's credit as AAA/Aa1 with a stable outlook. An April 28, 2015 Standard & Poor's report highlighted the following positive aspects of the City of Stamford: a very strong economy that anchors the broad and diverse Bridgeport-Stamford-Norwalk metropolitan statistical area (MSA); strong budgetary flexibility at fiscal year-end 2014, with reserves totaling 5.7% of adjusted expenditures; strong budgetary performance in fiscal 2014; a strong debt and contingent liability profile; strong management with "good" practices under their Financial Management Assessment (FMA) methodology; very strong liquidity, providing very strong cash to cover debt service and expenditures; and a very strong institutional framework score.

In August of 2014 the City sold \$50 million General Obligation Bonds at a true interest cost of 2.67% - the second lowest interest rate in the City's history and significantly lower than rates obtained by comparable municipalities throughout the United States.

In September of 2014 the City issued \$16.5 million General Obligation Refunding Bonds to retire the 2011 \$16.25 million Special Obligation Revenue Bonds that funded the Mill River Corridor Project saving \$17.7 million in debt payments over the next two decades.



In May of 2015, the City refunded bonds in the amount of \$33.6 million that were originally issued in 2005 achieving a budgetary savings of just over \$4 million which will offset budgetary expenses over the next nine fiscal years.

b. FY 2015-2016 Budget Highlights

The new FY 2016 City of Stamford Operating Budget format is the beginning of a multi-step budget transformation process. The budget presents expenses by department and program, and for the first time, provides the entire budget detail at the program level. Over time, performance metrics will be added to assess the efficiency and effectiveness of the programs. The combination of program details and performance metrics will enable decision makers to gauge the costs and effectiveness of programs and make better informed budgetary decisions.

Emphasis continues to be placed on working with City departments to improve fiscal discipline, manage costs and judiciously allocate capital resources. The approved FY 2016 Operating Budget of \$524.6 million, which includes City operations and the Board of Education, resulted in the equivalent of a net average tax increase of 2.87% and continues to reflect minimal tax increases presented during this administration.

Two new major capital needs have been identified: a new inter-district magnet school and a new headquarters for the police department. Managing two significant capital projects along with customary capital needs of the City is challenging but only possible because of the strong financial position of the City.

The approved FY 2016 Capital Budget of \$75 million reflects deliberate capital planning and will be financed with tax supported General Obligation Bonds, grants, and other finance sources.

<i>City Finances – Trends</i>		
	2013-14	2014-15
- Standard & Poors Bond Rating	AAA	AAA
- Moody's Investors Service rating	Aa1	Aa1



Total Operating & Board of Education Budget (millions)	\$ 493.10	\$524.6
Average mill rate increase	3.41%*	2.87%
Capital Budget (millions)	\$ 38.1	\$75

**revaluation*

c. Grants Office & Community Development

Grants Office

Grants Administration includes identifying funding resources, developing and submitting applications, shepherding grant contracts through the local approval process, subcontracting, financial reporting, processing required budget adjustments and programs, and facilitating financial and compliance audits. Open communication with the grantor and all operating departments is maintained to maximize revenue and ensure proper utilization of grant funds. The Grants Office worked with 6 federal, 11 State, 6 private and other agencies, and several municipal operating departments to administer grant programs. The Office also provided staff support for the Mayor's Community Arts Partnership grant program.

In FY 2015, the Grants Office managed 169 grant awards totaling \$337,775,161. Federal, State, local and private grants totaled \$245,980,510 and the municipal cost share was \$91,794,651. The 53 new grant programs administered in FY 2015 included the following types: 42 Special Revenue, 2 Community Development, 5 Capital, and 4 Fund grants. The new grant programs totaled \$17,779,281 including municipal matching funds. Grant funds collected during FY 2015 totaled \$40,775,204.

Community Development

The Stamford Community Development (SCD) Office directly administers the City's federal entitlement and competitive grants from the U.S. Department of Housing and Urban Development (HUD). During FY 2015, the City received awards of \$897,738 from the Community Development Block Grant (CDBG) and \$378,418 from the HOME Investment Partnerships Program (HOME). CDBG funds are allocated by the Mayor and the Board of Representatives via competitive Requests for Proposals for the rehabilitation of housing, improvements to public facilities, public services, and economic development. All programs and projects that are funded through CDBG must benefit low income people and their



neighborhoods. HOME funds are made available throughout the year for the rehabilitation or construction of affordable apartments and condominiums, as well as to low income homebuyers for down payment loans.

Expenditures of \$795,555 in CDBG and \$813,224 in HOME funds were made during FY 2015 for housing rehabilitation, public improvements, public services, administration, and economic development. CDBG and HOME funds were used to renovate 243 affordable housing units. The SCD Office made a down payment loan to one low income household. CDBG funds were used to make improvements to 7 facilities owned by ARI of Connecticut, Inc., the Boys & Girls Club, Childcare Learning Center, the Food Bank, Inspirica, Liberation Programs, and the Shelter for the Homeless. CDBG funds supported 16 public service and economic development programs.

Under the Neighborhood Stabilization Program (NSP), federal funding, passed through the State Department of housing, is used for acquisition and rehabilitation of foreclosed property to provide affordable housing for sale or rent to low income households.

In FY 2015, one foreclosed 3-family home was rehabilitated to create 3 units of housing for low income residents. The developer repaid the loan to the City. The City is required to return NSP Program Income to the State of Connecticut. The State deducted 5% from the Program Income and then increased our grant by the balance of the available funds.

Two other rental properties were previously acquired and are being rehabilitated with NSP funds for a total of 9 apartments for low income people.

The Stamford Community Development Office administers the Housing Development Fund of the City's Capital Budget as well as its Linkage Affordable Housing Fund. In FY 2015, the City committed \$890,702 in Capital funds and \$109,298 in a Linkage mortgage loan to Charter Oak Communities for the development of 47 apartments for low income households at Park 215 subject to local approvals.

The Stamford Community Development Office administers the City's Inclusionary Zoning Affordable Housing Trust Fund that receives fee-in-lieu payments from developers who opt out of providing the required affordable housing in their newly constructed multifamily housing. The developer funds are



loaned to other developers who agree to construct or rehabilitate affordable housing. In addition, these funds are used as bridge loans to the Housing Development Fund, Inc. (HDF) for making down payment loans to low income homebuyers. After the closing, HDF provides the loan documents to the Office which, after confirming that the buyer was eligible for federal assistance, reimburses the Affordable Housing Trust Fund account with HOME funds. One down payment loan of \$20,000 was made to a low income homebuyer in FY 2015.

The total expenditure of funds from all sources in FY 2015 by the Community Development Office, from all sources, was \$1,929,122.

<i>Grants & Community Development - Trends</i>			
	2012-13	2013-14	2014-15
Grants programs administered	161	162	169
Grant funds collected	\$31,272,599	\$38,355,249	\$40,775,204
CDBG allocation	\$ 877,433	\$ 933,989	\$ 897,738
CDBG expenditures	\$ 1,300,000	\$ 736,682	\$ 795,555
HOME investment allocation	\$ 401,082	\$ 390,137	\$ 378,418
Home investment expenditures	\$ 600,000	\$ 554,259	\$ 813,224
Neighborhood stabilization grant	\$ 3,552,855	\$ 3,712,198	\$ 4,199,833
Total community development expenditures	\$ 3,463,000	\$ 2,602,303	\$ 1,929,122

d. Office of Policy and Management (OPM)

During FY 2015, the Office of Policy and Management (OPM) developed and presented a new "Program" based FY 2015-2016 Operating Budget for the General Fund, Special Revenue Funds including Marina, Parking, and Risk, Enterprise Funds, E.G. Brennan Golf Course, and the Water Pollution Control Authority as well as various grant funded programs. This program based format of budgeting presents expenses by program as well as by division and provides detail at the program level. Over time, performance metrics will be added to assess the effectiveness of programs and allow for better informed



budget decisions. In addition to the annual Operating Budget, the OPM office also prepared a seven-year Capital Budget for the City.

OPM continued to monitor all revenues and expenditures through the preparation of various financial analyses including quarterly financial projections and quarterly capital projects status reports. OPM closely monitored major expense accounts such as public safety overtime, vehicle maintenance, solid waste disposal, snow removal, and Smith House related expenses. On the revenue side, special attention was taken to current levy collection as well as conveyance tax and building permits.

OPM provided assistance to various departments in different areas such as the creation of new programs for the new program based budget as well as creating new categories to identify expenses. Support was also provided to help identify the impact of potential fee and fine increases such as Terry Conners Ice Rink and conveyance fees. OPM provides supports on special projects and analysis to departments and Administration on a consistent and ongoing basis.

OPM also created all the monthly and annual chargebacks to the City and other funds for costs associated with cellular phones, land lines, and long distance; active and retiree medical; OPEB and Pension; unemployment compensation, FICA, and Payments to Insurance Fund.

e. Purchasing

During the year, the Purchasing Department administered and processed over 10,000 purchase orders for goods and services; administered 77 City competitive bids; 56 competitive proposals; awarded 3 contracts based on cooperative bids; 102 contracts based on State of Connecticut contracts; 4 GSA contracts; and 87 miscellaneous contracts. In addition, 135 contracts were extended; 156 Bid Waivers were authorized, of which 103 were on behalf of the City and 53 were on behalf of the WPCA; and 669 Vendor Form Requests were processed, which included either vendor additions and/or revisions for the City and the Board of Education.

Also, the Purchasing Department continued to refine its online bid system (E-Bid). All Bids and Requests for Proposals are retrieved electronically through the City's Purchasing website. Vendors are required to register online and download bid documents, eliminating the need for Purchasing Department staff to



photocopy and mail bid materials to prospective vendors. This process has resulted in more operational and economic efficiencies in Purchasing.

<i>Purchasing - Trends</i>			
	2012-13	2013-14	2014-15
Purchase orders processed	11,916	12,312	10,000
Competitive proposals	127	112	56
Contracts/amendments based on CT State contracts	203	174	102
GSA contracts	18	26	4
Bid waivers processed	234	107	156

f. Mail & Duplicating Center

The Mail & Duplicating Center (previously Central Services) processed all incoming and outgoing mail and provided printing & duplicating services to all City departments during the year. In FY 2015, the Mail & Duplicating Center facilitated the printing of approximately 698,000 impressions using a variety of copying and printing devices. The department also processed nearly 169,000 pieces of outgoing U.S. mail.

g. Controller's Office

The City Controller's Office heads the finance function and is responsible for accounting and financial reporting, accounts receivable, accounts payable, and treasury functions relating to cash management, debt service, and debt compliance. Its mission is to maintain financial management systems that produce timely and accurate information to aid in effective decision making for the Mayor's Administration, elected officials, citizens, creditors, investors, grantors, and other interested parties. The City Controller's Office manages the accounting and payroll functions for both the City and the Board of Education and that includes over 40 separate and distinct funds including governmental funds, proprietary funds, and fiduciary funds.



Once again, the City was awarded the Certificate of Achievement for Excellence in Financial Reporting for its Comprehensive Annual Financial Report (CAFR) for the year ended June 30, 2014. This was the 27th consecutive year the City has received this prestigious award from the Government Finance Officers Association (GFOA).

h. Office of Assessment and Taxation

The Office of Assessment and Taxation is responsible for the valuation of all property located within the City and for the billing and collection of property taxes which account for approximately 88% of the City's annual revenue.

i. Assessor's Office

Assessment and Property Revaluation

The Assessment and Property Revaluation Department is responsible for establishing and maintaining fair and equitable property assessments so each property owner bears an appropriate share of the tax burden. The Assessor's Office is responsible for accurately identifying, listing, and valuing all taxable property within the City of Stamford. The principal activity of the Department is the preparation of the Grand List which represents the total assessed value of all property. In establishing the Grand List the department must determine values for approximately 39,000 real estate parcels, 113,000 motor vehicles, and 5,000 personal property accounts. The Property Revaluation Department is responsible for analyzing market trends for both residential and commercial properties as part of the implementation process of State-mandated revaluations.

In addition, the Assessor's Office administers property exemption programs as mandated by State statute, administers local senior tax relief and veterans' programs, files required reports with the State of Connecticut, and responds to numerous requests for information, primarily from the general public, local businesses, other City departments, and other cities and towns throughout the State.

The 2013 Net Grand List of all taxable property totaled \$18,989,740,227 an increase of \$150,573,950 from the 2012 Net Grand List. With reference to the 2012 revaluation and disputed assessment appeal process, the Assessor's Office resolved 56% of pending tax appeals during FY 2015. This represents a contested value of \$1.04 billion in assessed value at a global settlement rate of less than 10%.



Board of Assessment Appeals

The Board of Assessment Appeals is an official municipal agency. It is designed to serve as an appeal body for taxpayers who believe that City assessors erred in the valuation of their properties or erroneously denied them exemptions.

The Board is composed of persons who have been appointed by the Mayor of Stamford. The Board enables taxpayers to be heard by their peers at no expense. No fees are charged for the appeal process. Furthermore, taxpayers do not have to be represented by counsel.

j. Tax Collector's Office

Revenue Services

The primary responsibility of Revenue Services is to maximize tax revenue due the City. The Department has responsibility to bill taxpayers, collect and process payments, deposit and control revenue received, provide an effective delinquent collection program (including the timely filing of tax liens), furnish appropriate records and reports, and reply to requests for information from taxpayers and others.

The total amount of taxes, interest, and lien fees (current and prior year) collected in FY 2015 were \$464,312,520, an increase of \$11,968,138 from the previous year. Current year levy tax collections, including supplemental motor vehicle, were \$457,240,459, and total current and prior year levy tax collections were \$461,250,178.

The FY 2015 levy tax collection rate for all property types was 98.80%. This was the fourteenth consecutive year that the collection rate exceeded 98%.

The City continued its relationship with an outside vendor (Collection Company of America) to collect delinquent motor vehicle taxes and realized over \$648,000 in additional revenue with this program in FY 2015.



<i>Tax Collection - Trends</i>			
	2012-13	2013-14	2014-15
Amount collected (including interest, lien fees)	\$ 435,289,954	\$ 452,344,382	\$ 464,312,520
Increase from prior year	\$ 15,053,403	\$ 17,054,428	\$ 11,968,138
Tax collection rate for all property types	98.00%	98.00%	98.80%
Delinquent MVD taxes collected	\$ 450,000	\$ 551,000	\$ 648,000

Taxation Services

The Taxation Services Department is responsible for providing administrative support to all Assessment and Taxation departments and also provides a variety of customer services in support of that process.

k. Risk Management

The Risk Management Department's principal responsibilities include the purchase of insurance; administration of self-insured losses; budgeting; and allocation of insurance premiums, administration charges, and safety and loss control.

The Risk Management team includes a Risk Manager, a Safety and Training Officer, and an Office Support professional. Some of the principal initiatives of Risk Management are departmental and facility risk assessments, training, incident investigations, and safety audits. Risk also participates in regulatory (i.e., OSHA) inspections of City and Board of Education facilities and assists in remediation of any issues found. The Safety Officer participates in monthly roundtable meetings with CONNOSHA and continues to consult with CONNOSHA to develop mandatory safety programs for use in some of our facilities. Risk oversees the management of Workers' Compensation claims, meeting with adjusters and managers regularly to review the handling of such claims, and continues to review claims on a regular basis. The Risk Manager also writes insurance requirements for, and reviews, all leases, contracts, grants, and more than 3,000 building use/special event permits per year for insurance purposes. As part of the internal City FEMA/Insurance loss team, in conjunction with the City's insurer's adjuster, handling property damage claims and working to reduce risk of loss to property have become major components of the Risk Manager's job function.



Safety committees, risk assessments, accident investigations, safety training, and first aid/CPR/Automatic Electronic Defibrillator (AED) training, which were once again emphasized during the fiscal year, continued to increase safety and accident prevention awareness and improve compliance among employees of the City. Stamford continues to participate in National Drive Safely Work Week, sponsored by the Network of Employers for Traffic Safety (NETS), and continues to focus on the dangers of distracted driving. The number of at-fault motor vehicle accidents increased during this fiscal year. In response to this, additional training is being provided where appropriate. There were 472 worker injuries reported during the fiscal year which is a reduction compared to the prior year total of 534 injury claims. The dollar value for those claims is 12% lower than the prior year. In addition to the injury claims, there were 287 asbestos exposure claims, which are not included in the accident claim numbers. The 2,562 training events provided to employees during the fiscal year focused not only on regulatory compliance but also on reducing losses in categories with the highest rates of incidence and severity. Slips, trips, and falls account for 17% of employee injuries that occurred during the fiscal year.

<i>Risk Management - Trends</i>			
	2012-13	2013-14	2014-15
Reduction in dollar value for injuries in at-fault collisions (from prior year)	-37%	-25%	-12%
Training events	2,758	3,012	2,562

I. Technology Management Services

We continue to provide innovative ways for each City department to conduct business more effectively and efficiently. Providing online access to building permits, parking permits, and beach stickers are just a few examples of how we have increased fundamental access beyond the traditional brick and mortar town hall. In addition, the City website is in the middle of major facelift to increase access and streamline citizen engagement. We have also joined the State of Connecticut in creating an Open Data Portal for user defined access to major City departmental data streams. Preliminary discussions have also begun on technology designs for a new Stamford Police Station.



We have also recently completed the new Board of Education 5-year technology plan that will call for mobile technology access to all students for everyday use. This will complement their mandate for Statewide “Common Core” testing in years to come. Technology design work has also begun on the new school on Strawberry Hill Avenue to partially open in September of 2016.

5. OFFICE OF ECONOMIC DEVELOPMENT & INTERGOVERNMENTAL AFFAIRS

a. Structure/Overview

The Office of Economic Development and Intergovernmental Affairs is responsible for the business attraction and retention efforts for the City of Stamford. The Office assists companies and organizations in navigating City and State regulations and identifying and administering various City and State incentives. The goal of these efforts is the expansion and diversification of the City’s tax and economic base.

The Office coordinates with the City’s Grants Office to solicit Federal and State grant programs. Recent successful awards to the City include:

- FEMA: \$437,455 for reconstruction of Cummings Marina, SAFER: \$1,045,188
- CT Department of Social Services: \$1.43 million for Childcare Learning Center Kindergarten Wing Renovation
- CT Department of Housing: \$111,000 for generator upgrades to municipal buildings
- CTDOT: \$136,516 for design services for dredging of municipal marinas
- CT Department of Administrative Services: Approved for \$61,849,908 in school construction funds for Rogers IB Magnet Expansion

Stamford is a recognized national financial center and is the largest international trade center between New York and Boston. It has a strong and diverse business base, including a high concentration of national and international corporate headquarters, and is the major retail trade center in Fairfield County. Stamford is also an important residential suburb in one of the highest per capita income areas in the United States.

Stamford’s strong and diverse economic and tax base provides the City with financial resilience. The 5.3% unemployment rate in Stamford for August of 2015 almost matched the decreasing unemployment rate for the State of Connecticut of 5.2%.



b. Economic Indicators

Background Economic Indicators

Stamford boasts an extraordinarily diverse economic base, which includes a critical mass of firms in several important industry clusters. The City is the home for leading employers across multiple industry sectors, including: banking; insurance and reinsurance; office equipment; pharmaceuticals; consumer products; media and information technology; and retail. The City is the State's largest business center and is one of the pre-eminent locations for corporate headquarters, ranking within the top 10% nationally. Stamford remains the major retail center of Fairfield County; a sizable portion of its labor force is employed in wholesale and retail trade. Research and development activities center around industrial research in chemicals, the electrical and optical fields, electronics, and pharmaceuticals. In addition, precision manufacturing maintained a significant presence in Stamford.

Consumer Confidence Survey & Consumer Price Index (CPI)

Consumer sentiment in the United States is at 97.6 percent for October 2015 and averaged at 100.5 percent for the third quarter. This number is down from an average of 100.92 percent confidence in the second quarter. Consumer confidence in the United States has not been that high since the third quarter of 2007.

The New England Region, which includes Connecticut, reported an average annual Consumer Price Index for all Urban Consumers of 150.236 for 2014 (using data for New England cities between 50,000 and 1.5 million people). This CPI-U has decreased to 148.967 for September 2015 and has seen a decrease by -1.1 percent for the past 12 months. The energy index fell 19.7 percent over the year, while the all items less food and energy index increased 1.8 percent. Food prices also advanced from September 2014, up 1.4 percent. The United States reported a 0.4 percent increase in food CPI-U over the last twelve months and - 18.4 percent decrease in energy, according to the U.S Bureau of Labor Statistics.

Current Employment Statistics (CES)

In the past 12 months ending in September, Stamford has experienced a 0.9 percent decrease in unemployment, from 5.1 to 4.2 percent. The state of Connecticut saw a 0.5 percent decrease, from



6.2 percent to 5.1 percent. The US saw a decrease of 0.8 percent, from 5.9 to 5.1 percent. Stamford holds the lowest unemployment rate among Bridgeport, Norwalk, Milford, and all of Connecticut. The state added 27,000 more jobs this year. As of September 2015, Stamford's residential labor force was estimated to be 68,596, up 478 people since Jan 2015. Stamford's employment market continues to strengthen, showing the lowest unemployment rate in the Bridgeport-Stamford-Norwalk Labor Market Area.

Unemployment Rate (%)						
Reporting Period	Labor Force	Employed	Unemployed	City of Stamford	Bridgeport/ Stamford	State of Connecticut
Oct 2015	68,596	65,714	2,882	4.2	5.0	5.1
2014	68,186	64,440	3,746	5.5	6.3	6.8
2013	67,619	63,290	4,329	6.4	7.2	7.8
2012	68,126	63,362	4,764	7.0	7.9	8.4
2011	68,842	63,868	4,974	7.2	8.2	8.8
2010	68,241	63,017	5,224	7.7	8.5	9.1
2009	67,693	62,721	4,972	7.3	7.8	8.2
2008	66,853	63,710	3,143	4.7	5.3	5.7
2007	66,220	63,761	2,459	3.7	4.1	4.6
2006	65,813	63,446	2,367	3.6	4.0	4.4
2005	65,186	62,435	2,751	4.2	4.5	4.9

Source: State of Connecticut, Labor Department, Office of Research.

Housing Starts and Building Activity

Residential building permits in Stamford increased 43.68 percent between the second quarters of 2014 and 2015. Single-family detached permits accounted for over 80 percent of the total permits issued during the second quarter of 2015. There was a 40.67 percent increase in single-family detached permits issued over-the-year. Multi-family building permits rose the most at 57.5 percent over-the-year, increasing from 20 permits to 47 permits, while there were only five single-family attached permits issued.



The number of single-family homes sold increased between the first quarter of 2015 and the second quarter of 2015. In the first quarter of 2015, 122 single-family homes were sold whereas in the second quarter of 2015, 198 single-family homes were sold. This represents an increase of 62.3%. The median sales price of a single-family home increased by 14.7% from \$500,500 in the first quarter of 2015 to \$574,000 in the second quarter of 2015. This positive trend is also present when the second quarter of 2015 data is compared to that of the second quarter of 2014. The number of single-family homes sold increased by 16.5%, from 179 homes sold to 198 homes sold. However, the median sales price of a single-family home decreased by 8.4%, from \$626,750 to \$574,000.

Vacancy remains low in Fairfield County while apartment rents and multifamily asset values are rising. High demand for apartments in the area have kept vacancy rates low and incentivized new development in the region. This has resulted in Stamford leading the national trend of drawing people back to live in city centers. Stamford has added thousands of new housing units during the last decade, especially in the downtown area. Apartment demand will outpace new inventory this year as vacancy falls 110 basis points to 4 percent with net absorption approaching 2,000 units. Vacancy was the lowest in Fairfield County. It will rise 40 basis points in the fourth quarter of 2014 to finish the year at 4 percent, 110 basis points below the year-end 2013 rate. Average effective rents dipped 0.6 percent market wide to \$1,632 per month by end of third quarter, 2014. In Fairfield County, rents declined 1.5 percent annually as of end of third quarter 2013, to \$1,993 per month, while in New Haven County rents rose 2.1 percent year over year to \$1,340. There is predicted to be a 3 percent rise in effective rents to \$1,715 per month by year's end.

Recent accomplishments include:

- Opening of the 22-Story Beacon at Harbor Point with 240 units overlooking Stamford Harbor.
- Opening of the 15-Story 66 Summer (Park Square West, Phase II) with 209 units overlooking Stamford's Columbus Park.
- Currently under construction of the Summer House, 184 Summer Street, - 222 residential units, 2,200 square feet of retail space. The project is slated for completion Spring 2016.
- Currently under construction of Belpointe, 112 Southfield Avenue - 109 multi-family residential apartments overlooking the west branch of the Harbor



- Currently under construction of Rippowam Place on Washington Boulevard, 118 dwelling units, 1,500 square feet of ground floor retail, 4,200 square feet of restaurant space overlooking Stamford's Columbus Park.
- Currently under construction Bedford Hall, 545 Bedford Street, 82 residential units
- Currently under construction Morgan Street Apartments, 175 residential units
- Construction anticipated beginning in 2016 for Park Square West Phase IV, 1055 Washington Boulevard, Trinity Financial - 208 residential units, slated for completion in early 2017.
- Construction anticipated beginning in 2016 on Parcel 38 by F.D Rich for 10 buildings that will have 672 housing units, and retail on the site.
- Construction anticipated beginning in 2016 on Atlantic Station Twin 21-story towers housing 650 apartments and 40,000 square feet of retail and restaurants
- A Marriott Residence Inn, Stamford's first extended-stay hotel with 125 rooms is currently being constructed by Seaboard Properties and is slated to open in the Spring of 2016.

Retail Trade Sales and Food Services Sales

Stamford retail sales data dates back to 2013 but can still offer insight into the economy of our city. In 2013, the city generated a total of \$1,142,811,938 worth of retail sales. For the end of 2014, home and transportation sales held the highest average total spent, at \$483,730,964.5 and \$317,166,047, respectively. The least amount of money on average was spent in health, at \$25,293,600.

Retail sales in the United States are up 1.4 percent from 2014, but July sales are down by -0.3 percent from May 2015.

Office Market

The City's vacancy rate has remained relatively steady. Direct commercial office vacancy rates in Stamford CBD and Non-CDB are currently 21.1% and 23.3% respectively, versus 21.1% in Fairfield County. The small drop in direct commercial vacancy rates from their peak levels is a result of the City benefiting from active, ongoing economic development due to its strategic location and other attractive attributes.

The high market costs of commercial real estate in Manhattan and nearby Greenwich, and the overall cost of doing business in metropolitan New York, are making relocation of businesses to Stamford more affordable and appealing. Despite that, however, the office space vacancy rate in Stamford is currently



approximately 21%, with Class A rents typically averaging \$38.49 per square foot. The Stamford industrial vacancy rates are below 7%.

Despite a slow and uneven economic recovery in retail, Stamford still enjoys a very low vacancy rate (estimated at 4-7%) in retail space. Attracted by the City's high median income and spending patterns, retail projects, including new bank branches, pharmacies, and national retail outlets, continued to open in the City's neighborhoods during the past year.

The City has seen growth in several large companies over the last year. Synchrony Financial, a spin off from the GE retail credit card division, lease for more than 300,000 square feet of space at 777 Long Ridge Road. Synchrony is expected to add at least 200 jobs to its existing 350 person work force over the next two years. Bridgewater has announces that the company plans to move 400 employees from Westport to Stamford and take 137, 000 square feet of space at 2200 Atlantic Street. Harman International Industries will remain in Stamford in their 69,000 square foot world headquarters keeping 180 jobs here in Stamford. UBS will move in to the RBS Building, 600 Washington Boulevard, taking 120,000 square feet.

<i>Vacancy Information</i>						
	Stamford Central Business District		Stamford Non-Central Business District		Fairfield County	
Calendar Year	Square Feet Existing¹	Vacancy Percent%	Square Feet Existing¹	Vacancy Percent	Square Feet Existing¹	Vacancy Percent%
2015	7,293,182	21.1%	9,210,464	23.3%	41,573,889	21.2%
2014	6,745,182	24.8%	8,782,523	22.6%	40,135,173	20.5
2013	6,745,182	26.5	8,809,933	23.5	40,266,524	20.8
2012	6,776,181	26.8	8,873,350	23.2	41,881,271	21.0
2011	6,828,948	26.9	8,772,449	24.7	41,642,440	20.5
2010	6,828,948	26.9	8,772,449	24.7	41,642,440	20.5
2009	6,741,182	16.9	8,061,946	19.1	40,041,515	14.7
2008	6,308,281	14.2	8,243,247	15.8	39,581,321	12.5
2007	6,308,281	13.7	8,174,740	15.7	38,774,641	14.7



2006	6,308,281	15.7	8,174,740	19.0	38,774,641	16.9
2005	6,307,898	16.0	8,279,388	18.2	38,236,387	18.1

Source: Cushman Wakefield

Major Employers

There are over 6,000 businesses located in Stamford. Its major employers include the following:

AC Nielsen	Chirex Inc.	Design Within Reach	Guardian Life
Affinion Group	Circom/ACMI	Deloitte	GE Commercial Finance
Asbury Automotive Group Inc.		Fuji Photo Film	General Re Corporation
Ascent Media	Citizen Communications	Elizabeth Arden	General Signal
AT&T	City of Stamford	Ernst & Young	Graph Network
Bank of America	Crompton & Knowles	Fairway Market	Harmon International
Bank of Ireland	Daymon Worldwide	Nestle Waters North America	Hexcel Corp.
Carolee	Gantos	Point 72 Asset Management, LP	Gartner, Inc.
Charter Communications	Conair	Omega Engineering	GE Money
Chelsea Piers	Crane	CYTEC	Indeed.Com
Digitas	Pitney Bowes, Inc.		
Independence Holding Co.	Jefferies & Co.	Louis Dreyfus Highbridge	NBC Universal
International Telecomm Data	Lone Star Industry	Moore Corporation	NacRe Insurance
Intrepid Aviation	Legg Mason	ITDS	KPMG
META Group	NBC Sports Group	Silgan Holdings	Royal Bank of Scotland
Price Waterhouse Coopers	Purdue Pharma	Rockefeller & Co	Stamford Health Systems
Rochdale Securities	Sempra Energy Trading	Shamrock Maintenance Inc.	Synapse
Stamford Town Center	Star Gas Partners	Starwood Hotels and Resorts Worldwide, Inc.	TIG Reinsurance
Tastey Bites	The Stamford Hospital	Thomson-Reuters	Tweedy Browne
Titan Sports WWE	Tosco	Tronox	United Distillers & Vintners
U.S. Postal Service	UBS	Unilever Home & Personal Care	XL America
Versus	Vineyard Vines	Wachovia Bank, N.A.	Oracle



6. OFFICE OF PUBLIC SAFETY, HEALTH & WELFARE

The Office of Public Safety Health and Welfare has responsibility for the administration, supervision and performance of all municipal functions related to the Police Department, Fire Department(s), Rescue, Emergency Medical Services, the Office of Emergency Management, Stamford Health and Social Services, the Smith House Skilled Nursing Facility, the Stamford Senior Center and the abatement and management of environmental contamination.

The Director coordinates and supports all initiatives undertaken by the departments under the Office of Public Safety, Health and Welfare and handles all media related public safety inquiries, analyzes crime trends and incident reports, issues emergency alerts as appropriate to inform the public of any emergency situation and continues to strengthen the City's goal to improve its public safety efforts.

Stamford was ranked last year the FBI as the safest city in Connecticut and in New England, the second safest city in the northeast region and the 14th safest city in the country out of 272 cities with populations greater than 100,000. (Due to a statistical anomaly, rankings are not yet available for 2014-15.)

<i>Public Safety - Trends</i>			
	2012-13	2013-14	2014-15
Ranking among 264 cities with populations over 100,000 (per FBI)	11	14	n/a

There have been many significant advances towards the Office of Public Safety's goal of creating a safer community and improving the quality of life in Stamford, including new and continued work in the following areas:

- Strategic Planning for the Offices of Public Safety, Health and Welfare.
- Enhanced Emergency Medical Dispatching in the 911 Communications Center.
- Improved Emergency Response for Medical Emergencies reducing risk to residents and first responders with improved use of resources.
- School Safety and Security continues to be a priority with District Commanders providing routine visits for the safety and security of public and nonpublic schools.



- Enhanced active shooter response for the Stamford School System.
- Improved safety of residents, drivers and pedestrians through public education and enforcement campaigns.
- Improved time and record keeping in the Offices of Public Safety.
- Improvement of Fire Protection and the continued unification of the Fire Service.
- Multi Agency coordination of response and investigations between Police, Fire, Health and other agencies.
- Coordination of full scale Statewide Emergency Preparedness and Planning Initiative exercises with the State of Connecticut.
- Conducting citywide Emergency Management Tabletop drills simulating various situations including mass casualty incidents, mass prophylaxis Hurricane preparedness, active-shooter and potential terrorism scenarios for emergency response and preparedness.
- Improved emergency management communications with the Stamford community.
- Program(s) to help businesses mitigate damage and loss resulting from a disaster or emergency.
- Liaison and working with many community agencies and private groups including the Fairfield Business Council, DSSD, Chamber of Commerce, Building Owners and Managers Association (BOMA) and neighborhood associations to disseminate information about emergency preparedness, school security and safety, homelessness and youth initiatives.
- Improvement of the City's Emergency Operations Center with state-of-the-art technology, equipment and policies and procedures.
- Improvement of public safety through many coordinated efforts resulting in Stamford being named the safest City in New England, the second safest city in the northeast and the 14th safest city in the U.S.A.
- Continued fire safety education programs emphasizing the Smoke and Carbon monoxide detector ordinance requiring the installation of smoke and carbon monoxide detectors in all single and two family homes.
- Collaboration with the United States Army Corps of Engineers regarding the Stamford Hurricane Barrier to improve emergency planning and response when severe weather affects the coast.
- Developing and coordinating youth initiatives between the Mayor's Youth Service Bureau and the Stamford Police Department to reduce violence and increase awareness through participation in city programs.
- Empowering the Social Services Commission to act as an oversight committee in areas pertaining to social welfare concerns facing the residents of Stamford such as fair rent and discrimination.
- Coordination of the planning, response, mitigation and recovery from major disasters and events.



- Public Safety field-based reporting for Stamford Police Department, Stamford Fire Department and Stamford Health Department.
- Improvements in interagency infectious disease preparedness and response protocols (Ebola preparedness).
- Instituted SAFE CAM program citywide for businesses.
- CEAS program for businesses/business community.
- Public Safety agency overtime oversight.
- Increased and improved Public Safety recruitment efforts throughout agencies.
- No Smoking in Parks – new Health Department initiative approved.
- Street Smart initiative – improving Public Safety for pedestrians, bicyclists and motorists.
- Improved Police visibility in downtown.
- Improved Safety and Security for homeless with overnight warming center.
- Health vaccinations program in schools
- Camera Program to combat illegal dumping at in other locations to improve public safety (CCTV).
- Fire Service consolidation and improved response time in North Stamford.
- Assistant Fire Chief recruited and hired.
- Improved entry level examination process.
- Public Safety Fleet and equipment upgrades.

The Offices of Public Safety, Health and Welfare continue to work together as a professional team regarding all issues necessary to improve the safety, health and welfare of the residents and visitors to Stamford.

a. Police Department

Despite continued construction, population growth and the continued expansion of night time and late night activities and events we continue to remain a remarkably safe city, particularly in contrast to nearby cities our size. Using the latest available date from the Federal Bureau of Investigation, Stamford remained the 14th safest city in the country out of a group of 272 cities with a population of over 100,000 during FY 14-15. Because of a statistical anomaly which is being corrected by the FBI there is not a ranking available yet for FY 14-15. Once again, Stamford has also been ranked as the safest city in the northeast, an area which encompasses all of New England, New York and New Jersey.



The Police Department is once again utilizing strong ties to all stakeholder groups in the city, proactive patrol work and community and youth oriented policing to suppress crime. The following represents a breakdown by Division and includes highlights, statistics, operations and programs.

Patrol Division

The Patrol Division of the Stamford Police Department, as in most large departments, is the backbone of the department and accounts for the significant majority of incidents drawn and citizen contacts. The division is comprised of the Uniform Patrol Division, The Marine Unit, The Special Response Team, The EOD Unit, Hostage Negotiation Unit, K9 Unit and the Traffic Enforcement Unit.

We are a district-based, community oriented police department and as such we have a strong belief in transparency in all aspects of our operation. Further our entire Command Staff meets with key stakeholders regularly at forums of all kinds both publicly and privately.

During FY 2014-15 the department responded to 115,528 calls for service, conducted 20,936 motor vehicle stops and made 2,875 arrests. Officers also conducted 7,990 school based programmed patrols and 28,683 neighborhood based programmed patrols. These patrols allow officers in most cases to get out of their cars and walk through a school or neighborhood and make valuable face to face contact with the people of the city. The Traffic Enforcement Unit is staffed by 1 Sergeant and 3 Patrolmen. In addition to targeted and random traffic enforcement the members of the TEU conduct a variety of motor vehicle based and OUI based training classes to members of our department and at others all over the state. The TEU also acts as the principle investigators at major collision scenes in city, speed surveys based on neighborhood complaints, works in collaboration with Adult Probation and the court system regarding repeat OUI offenders, assists with towing during snow emergencies and offers expertise to Corp Counsel and City government on any traffic related matters.

The Department's Special Response Team (SWAT) is a team of 20 highly trained and specially equipped officers and Supervisors who are also assigned to other units within the department. Last year the SRT was activated 30 times on a variety of incidents including high risk warrant executions, dignitary protection, and assignments with the Secret Service, DEA and other federal agencies. During the past year the SRT was activated 30 times as follows: 15 high risk warrant executions, 4 hostage/barricaded



subject incidents, 2 patrol assists, 2 dignitary protection details, 3 other security details and 4 special assignments. The SRT recovered 11 firearms during these operations.

The Harbor Unit is staffed by 1 Sergeant and 3 officers during peak months and 1 of each rank during the off peak months. This unit is equipped with a 21 foot 1997 Parker patrol boat, a 2001 Aussie Cat patrol boat and a 2009 Rocksalt aluminum patrol boat. Much of the equipment used by the marine Unit was purchased with federal grant money including its GPS and forward looking infrared radar unit. The unit conducts all on water law enforcement, safe boating initiatives, homeland security patrols, rescue operations and interdictions. In FY14/15 the Marine unit handled 64 incidents, 10 accidents, 8 sinking boats, 6 rescue operations, secured 3 floataway docks, 18 disabled vehicles, 3 trespassers, performed 218 safety inspections, issued 10 infractions and 240 warnings. The Harbor Unit trained with the EOD K9 for on water explosive/terrorist actions and included the Greenwich ferry in the operation. Currently the unit is handing out informational packets from the Emily Fedorko Foundation. These packets contain information regarding safe boating and tubing. The unit purchased side scan sonar with Port Security grant money which enables the operators to locate victims and evidence on the bottom of the sound.

The Stamford Police EOD (Bomb Squad) Unit is a regional unit and is widely considered to be one of the finest EOD units in the east. The unit is equipped to operate at two hazardous device scenes simultaneously. The unit is staffed with 1 Sergeant and 5 bomb technicians as well as two explosive sniffing dogs. The primary mission of the EOD unit is to conduct diagnostics, mitigation and render safe procedures on all suspected hazardous device threats including improvised explosive devices and weapons of mass destruction including chemical, biological and radiological threats. In 14/15 the EOD Unit was called out 135 times as follows: 50 security sweeps/unattended bags, 41 bomb calls/suspicious items/ordinance, and presented 25 presentations/classes. This year the EOD unit added a second ordinance sniffing dog purchased through the seeing eyes program. The dog was trained entirely in house with the aid of a corporate sponsor. The unit is now entirely self sufficient in terms of training and certifying K9. The unit also increased its top secret cleared technicians from 2 to 4. The EOD unit has two operators who are SWAT certified and the unit has starting placing its dogs on Marine Unit vessels for homeland security checks and interdictions.



The Hostage Negotiation Team is comprised of 1 Lieutenant, 1 Sergeant and 9 Officers who work on a rotating, on call basis. They are called off of their regular assignments to handle negotiations such as barricaded subjects and hostage taking scenarios. The HNT was called out 10 times during the FY and each negotiation was successful. HNT team leaders also attended the annual New York Association of Hostage Negotiators conference in April where industry leaders presented new best practices in the field. The HNT conducted 2 large scale training exercises during the period as well.

<i>Patrol Division - At a Glance</i>	
Calls for service	115,528
Motor Vehicle Stops	20,936
School Based Patrols	7,990
Neighborhood Based Patrols	28,683
SWAT Team Activations	30
Marine Police Unit Incidents	64
Bomb Squad Calls	135
Hostage Negotiating Team Calls	10

Investigative Division

The Investigative Division is responsible for all major criminal investigations as well as crimes against juveniles, crimes against the elderly, domestic violence offenders, white collar crimes such as bank fraud and internet crime, burglaries, larcenies, motor vehicle theft, arson, child pornography, narcotics investigations, firearms sales and violations, gangs and organized crime activity. The Units within the division are the Major Crimes Squad, The Property Crimes Squad, the Special Investigations Juvenile Unit, The Special Victims Unit, the Crime Scene Unit, The Property Retention Unit and the Narcotics and Organized Crime Unit.

The Major Crimes Unit handled 349 investigations during FY14/15 resulting in 53 arrests. The breakdown on the cases includes 83 robberies, 59 assaults, 70 DOA/Suicides, 27 firearms incidents, 26 Sexual assaults and 84 miscellaneous investigations. The MCU handled 3 homicides during the FY and closed all 3 with arrest. The MCU adopted the Digital Imaging and Video Recovery Team program which



allows us to gather video footage from CCTV cameras and distribute it to the media or public. This program has proven very successful in increasing solvability of some incidents. In line with the DIVIRT program is the SafeCam program adopted from Philadelphia which establishes a partnership between the department and business owners to allow us access and build a database of active cameras.

The Property Crimes Unit investigates crimes involving larceny, theft, burglary, bank fraud, internet fraud, scams, swindles and other financial crime. As we become more dependent on internet based financial transactions the unit continues to become busier and busier. The Financial Crimes Unit of Property Crimes handled 197 cases resulting in 46 arrests, 53 arrest warrant applications and 115 search warrant applications signed. This unit also provides instruction and guidance to local community and private organizations and corporations regarding self protection from financial predators. The unit has an investigator assigned to the Secret Service Financial Crimes Task Force to work on large scale tax and fraud cases. The unit has installed a new reporting system to quickly and accurately keep and obtain statistical data for analysis and evaluation.

The Property Crimes Burglary Unit reviewed 502 cases, of which 144 were assigned to investigators. These resulted in 17 arrests, 52 arrest warrants and 2 search warrants. Broken down the caseload consisted of 82 burglaries, 250 larcenies, 15 arsons, 47 vandalism cases, 92 stolen cars/parts and 16 suspicious persons cases. The Burglary Unit gives crime prevention talks throughout the community which are always very well received. They also review all transactions from licensed precious metal dealers in the city, participates in the IRS task force and is the clearinghouse for information gathered through the Connecticut Information Center regarding crime in the state.

The Special Victims Unit investigates domestic violence incidents, stalking cases, crimes against the elderly, and certain sexual assault and abuse cases. The SVU was the first unit of its kind in the state and continues to be a model for all other departments. FY 14/15 saw the SVU investigate 222 cases resulting in 65 arrests. This breakdown shows 25 sexual offender warrants, 36 missing persons cases, 11 gun seizures, 18 hoarding investigations, 112 home visits and the vetting and approval of 58 U Visa's. The SVU collaborates with the DVCC in one of our longest and most successful partnerships with the goal of providing follow up services including home visits to DV victims. SVU officers attend DV court docket hearings, and work closely with the state and local hoarding task force.



Another unit that the department is proud to have created in response to our growing use of technology is the Digital Forensics Unit. The DFU investigates internet crimes against children, child pornography cases and other digital exploitation of children. The unit also conducts forensic examinations of cellular phones used in all manner of crimes including homicides, sexual assaults and robberies. The DFU initiated or assisted in 212 investigations in FY 14/15.

The Narcotics and Organized Crime Unit conducts investigations involving narcotics, prostitution, illegal gambling, illegal firearm sales, and organized crime. The unit consists of two squads each with 1 sergeant and 4 officers and a Commanding Lieutenant. In FY 14/15 the unit made 626 arrests, seized 24 firearms, \$131,729 cash and \$295,000 worth of illicit drugs. The pro-active, aggressive, street level work the NOC unit does is in large part a reason for our great success in keeping the crime rate low, the quality of life complaints to a minimum and our neighborhoods gang free.

The Special Investigations Juvenile Offenses Unit investigates all crime against and involving juveniles as suspects or victims. Currently Connecticut law identifies a juvenile as being 17 years old or younger. The Unit also manages the School Resource Officer program at three city schools, and runs several programs that are diversionary alternatives to the criminal justice system. These programs help foster solid relationships between the department, the city and the youth of our city. These programs include the Juvenile Review Board, the Young Womens Leadership Initiative, conflict and peer mediations and summer camps. During the past year the SIJO handled 716 cases resulting in 508 arrests. These included 98 sexual assault investigations involving juveniles and 24 arrests of juveniles for sexual assault crimes. Additionally YB officers and Sergeants coordinate the Juvenile Review Board which is yet another collaborative effort between the PD and other agencies including DOMUS, Stamford Public Schools and the Juvenile court system. We also attend regular meetings with these same groups with the goal of reducing school based arrests.

<i>Investigative Division - At a Glance</i>	
Major Crimes Unit Investigations	349
Number of arrests	53
- Number of Firearm incidents	26
- Number of sexual assaults	26



- Number of homicides	3
Financial Crimes Unit cases	197
- Number of arrests	46
Property Crimes Burglary Cases	502
- Number of arrests	17
- Number of burglaries	82
Special Victims Unit cases	222
- Number of hoarding investigations	18
Digital Forensic Unit investigations	212
Narcotics Unit arrests	626
Number of Juvenile Offenses Unit cases	716

Professional Standards

The professional standards section is responsible for the investigation of allegations of misconduct against police officers, the vetting of police officer candidates, the documentation and administration of on duty officer injuries and other investigations at the discretion of the Chief of Police. In FY 14/15 the unit conducted exhaustive background investigations of 132 police officer candidates. The expected number of similar investigations will rise to approximately 200 this year. The unit is comprised of 1 Lieutenant and 2 Sergeants.

Administrative Division

The Administrative Division oversees several different and diverse units of our operations including the Animal Control Center, Facilities, Information Technology, Records Retention, budgeting, analysis and the Prisoner Processing Unit.

The Animal Control Center has established relationships with several new rescue programs including the Westport Humane Society, Adopt-a-dog, Project Precious, Red Leash Rescue and Star relief. The Center currently has more than 40 volunteers and the City has hired a Volunteer Coordinator to manage them. The ACC has also installed and is using new software to track and manage the animals that we care for. The ACC has a Facebook page, which is cost free and effective way to market animals for adoption.



Other innovative programs involve red Leash Rescue for unadoptable dogs to be sent to sanctuaries, Social Hour where volunteers work with dogs in assisting the dogs become socialized with people, and the Junior Volunteer Program for those who are interested but not yet old enough to be full volunteers., and the ACC also helps families who are having trouble feeding their pets through the Pantry Pet Food Assistance Program. During the FY the ACC adopted 152 animals.

The Prisoner Processing Unit processed 1,138 prisoners of which there were 9 suicide attempts and 17 prisoners placed on a suicide watch. The suicide screening process at intake appears to be very effective.

The IT Division had an extremely busy and productive year. The unit began implementing improvements to the old VisionAir CAD system to the new TriTech Inform CAD system. These improvements will reduce response times, dispatch the closest available unit, provides better routing information, assesses street networks to determining the drive time of each sent unit and improves call processing. New systems will improve officer safety by providing real time updates automatically, automatically providing information on history of a certain place or person, and helps maintain situational awareness for personnel by including database inquiries, caution notes, preplans, premises history, and full messaging capabilities. Open projects for IT include racial profiling Project with the State of Connecticut, Body cam research, dash cams, Public camera initiative, e-ticketing and region 1 LPR project. Closed projects include Crimeview dashboard training, configuration of 19 new vehilces, E-crash configuration on PD network, validations for over 7,000 collisions, Avaya phone upgrade for PD, updates to FBR system, update to VMware, Irecord upgrade, AVL implementation, new desktop installations and new tablet distribution and training.

The Records Retention Division is responsible for the acquisition, storage and dissemination of all records, incidents and statistical data including information relayed to the FBI for national crime statistics and Uniform Crime Reports. The Division is also responsible for all inquiries and dissemination of criminal history information, background checks and records checks and in that capacity the unit deals with many, many entities including corporations, attorneys, government agencies and law enforcement. Records retention also handles all permitting and Freedom of Information requests. In FY 14/15 the unit moved from paper storage of many records to PDF to facilitate easier access, implemented a new system to electronically submit all crash data directly to the state, instituted new



procedures to secure sensitive files, implemented new use of RMS dissemination logs to stop duplication of effort for FOI requests, began cross training Police aides who are normally assigned to front desk duties to work in the Records Division, and continued with one on one training of officers in the proper use of the National Incident Based Reporting System

Training Division

The Training division is staffed by 1 Captain, 1 Sergeant who is also the Bomb Squad Commander, and 3 officers. The Division handles all aspect of training for every officer including in house training such as re-certifications and external training which is held internationally. The Training officers also actively instruct at their facility and at roll calls. In FY 14/15 the Training Unit handled training, field training and indoctrination of 11 new officers, re-certified 75 active duty officers and began the re-cert for the next group of 67 officers. Additionally of note during this period the Division trained the entire department in personal protective measures in the event of exposure to an agent such as Ebola, conducted comprehensive reality based crowd control training for all, trained the department in the use of the LOCK UP defensive tactics program, and re-certed the department in CPR and blood borne pathogens. Officers were also actively trained in Multi Assault Counter Terrorism Action Capability, bomb recognition and active shooter. All of which keep us at the forefront in law enforcement nationally. A new addition to the department was the creation, distribution and training in the use of Critical Incident Response Cards which was spearheaded by the Training Division. Division officers also re-wrote policies including the Traffic stop and racial profiling law policy.

<i>Police Department - Trends</i>			
	2012-13	2013-14	2014-15
- Motor Vehicle Stops	30,573	38,429	20,936
- Arrests	3,087	2,965	2,875
- Calls for service	122,596	137,729	115,528
- Special Victims Unit home visits	n/a	361	222



b. Fire Department - City & Volunteer

The Stamford Fire Department has been tirelessly working toward full implementation of the changes to the fire service within the city put forth in the Charter Change of 2012 and upheld in a court ruling in late 2013 and a successful defense of an appeal in 2015. Many steps towards consolidation were made during this period. To include; the relocation of Engine 8 from its temporary quarters on Vine Road to Turn of River Station 1, the relocation of Engine 9 from the Stamford EMS Headquarters to Turn of River Station 2, as well as the issuing of official directives regarding an increase in safety and effectiveness of the whole fire protection system.

This fiscal year the Department took delivery of two new Fire Engines funded in the FY 2014-2015 budget. A new ladder truck is scheduled for delivery in July 2015 from the FY 2014-2015 capital budget.

<i>Fire Department - Trends</i>		
	2013-14	2014-15
Total number of alarms responded to	11,428	10305
Total fires	445	415
Structure fires	57	67
Hazardous materials calls	94	600*
Rescue/EMS first responder calls	5,564	5549
False alarms	1,865	1909
Fire investigations	310	308
Fire marshal inspections (total)	705	3288*
Fire losses	\$ 4,142,178	\$3,334,362

**change in reporting*

Grant Funding

In FY 2014 – 2015, the Department received or implemented all or part of the following grants to supplement our budget and increase our services to the City's residents:



- FY 2015 Regional Fire Training School \$55,000
- FY 2012 Port Security \$36,649 for sustainment of the Fire Boat program
- FY 2013 Port Security \$22,500 for sustainment of the Fire Boat program; \$42,295 for purchase of SCUBA equipment
- FY 2014 Port Security \$18,667 for sustainment of the Fire Boat program
- FY 2013 SAFER (Turn of River) \$2,887,200 for Firefighter hiring
- FY 2013 SAFER \$1,045,188
- FY 2012 TARGET Safety Grant \$ 2,000

Line Division

The mitigation side of the Department is known as the “Line Division”. The Line Division responded to the following lifesaving incidents:

<i>Line Division - Trends</i>					
	FY 14-15	FY 13-14	FY 12-13	FY 11-12	FY 10-11
Total Incidents	10305	11428	11398	11191	10947
Structures	67	57	61	78	75
Total Fires	415	445	509	467	499
Rescue/EMS	5549	5564	6107	5746	5923
Hazardous Condition/ Materials	600	95	94	94	71
False Alarms	1909	1865	1899	1822	1698
Other	1765	3402	2728	2984	2681

The trend over the last 6 years has been a slow but steady increase in total call volume that is felt by both the personnel and the equipment. FY 2015-2016 will bring the implementation of a new generation of Computer Aided Dispatch software that will allow for live “Closest to the Incident” dispatching, which will decrease incident response times and reduce wear and tear on our capital equipment. As mentioned above, fighting fires is only a portion of the lifesaving work our firefighters perform. On a daily basis firefighters respond to a wide array of incidents within the city. The greatest portion of responses are to Rescue / Emergency Medical incidents. Stamford Fire Department is the “First Responder” to all life



threatening EMS calls in the city, and due to our proximity and our extensive training and expertise, many lives are saved annually. Additionally, the Department serves the city and its residents by being the lead response agency to all manners of rescue incidents, with specialized units performing Water, Scuba, Construction, Motor Vehicle, High Angle and Confined space rescue.

Fire Marshal Division

The Fire Marshal Division is the Risk Reduction arm of the Department. Their responsibilities include Fire Code Enforcement both in new construction and existing structures, Fire Cause and Origin Investigations, Arson Investigation and Public Fire Education.

<i>Fire Marshal Division - Trends</i>					
	FY 14-15	FY 13-14	FY 12-13	FY 11-12	FY 10-11
Fire Investigations	308	310	272	221	193
Fire Losses	\$3,334,362	\$4,142,178	\$2,612,657	\$3,709,901	\$1,533,700
Residential Unit Inspections	1182	705	824	824	538
Smoke/CO Detector Self Certifications	6112	3362	2800	N/A	N/A

Training Division

The Fire Training Division is responsible for all OSHA, NFPA and ISO related training for the Department. The numbers below reflect only the training conducted for career personnel. Fire Department administration sees the Training Division as being an integral part of the Fire Services consolidation. During FY 15-16, a continuation of the analysis of the volunteer firefighter training records and the full integration of training records for the entire Department will be consolidated into a single database.

<i>Training Department - Trends</i>					
Fiscal Year	FY 14-15	FY 13-14	FY 12-13	FY 11-12	FY 10-11
Classes	5321	4215	4266	2072	2673
Student Hours	91226	25281	26406	15943	16634



The Fire Training Division has placed a great emphasis on Officer/Supervisor training and certification, as well as a greater accuracy in the collection of certificates of training from all members.

The Division is also responsible for the administration of the Stamford Fire Regional School, receiving \$53,000 annually from the State of Connecticut to administer fire training for the surrounding departments, both career and volunteer.

Vehicle & Equipment Maintenance

The Vehicle & Division is responsible for the servicing and repair of all Department owned vehicles and equipment. We pride ourselves on operating an extremely safe fleet. All Fire Department Vehicles must meet the stringent standards set forth by the Federal DOT, State statutes, NFPA, and CONN-OSHA. The increase in call tempo has caused the need for more maintenance to maintain our fleet availability. The Fire Service consolidation has also increased the workload experienced by our personnel.

c. Stamford Emergency Medical Services (SEMS)

SEMS' mission is to provide consistent, compassionate, high quality, pre-hospital paramedic service to the citizens and visitors of Stamford.

SEMS responded to 13,315 calls for medical assistance this year, which was one of our busiest years to date. Of those calls 5,484 required our highly trained paramedics to perform Advanced Life Support (ALS) interventions. The sheer volume of calls requires that SEMS continues to operate a 5th ambulance during peak hours of the day to ensure quality patient care in accordance with our mission. SEMS responded to 93% of all calls within 8 minutes and SEMS has an average response time of just over 5 minutes to ALS calls.

SEMS also provided medical coverage/support to all large-scale events in the City such as the balloon parade and Alive at Five. Additionally, the harsh winter weather required us to provide assistance beyond our normal capabilities due to poor road conditions. We deployed additional resources without interruption to our day to day operations. When our services were required, SEMS rose to the occasion.

SEMS is an integral partner and provides leadership and excellent service to the City of Stamford on a continuing basis. This year SEMS continued its training program including Emergency Medical Technician (EMT) classes and assisted with the City's Community Emergency Response Team (CERT)



training. These classes increase the numbers of local trained responders available in case of a large scale incident. Finally, SEMS has become the lead agency for the hands-only CPR initiative and continues to plan future events with the goal of increasing the chances of survival for cardiac arrest victims throughout the City.

<i>SEMS - At a Glance</i>	
Calls for medical assistance	13,315
- Number of advanced life support interventions	5,484
Percentage responded to within 8 minutes	93%
Average response time in minutes	5

d. Health & Social Services

The Department of Health and Social Services work to improve the health and safety of those who live and work in Stamford. Through various programs, we apply the basic principles of health promotion and disease prevention. This is achieved through programs such as: Public health nursing, environmental health inspections, social services, WIC (Women, Infants, and Children) services, HIV prevention, laboratory services, public health education, emergency preparedness and oral health.

Environmental Health Inspection

- 5,153 inspections related to housing, lead, mold, asthma, air pollution, food, noise, day care, bedbugs, pools, weights and measures, rodent, septic, permits, plan review, stagnant water, water pollution, noise and general complaints.
- 108 food orders issued to food service establishments.
- 27 hearings held with owners of food establishments that failed two consecutive inspections and 83 people in attended the hearings.
- 13 voluntary Food Safety presentations with 221 people in attendance.
- 11 qualified food operator training classes with 129 people in attendance.
- There were 109 housing safety and zoning code enforcement (health inspections) and 34 operation safe house inspections.
- 219 orders issued to abate violations of code ordinances and 68 orders sent to vacate illegal residential units.



- There were 11 inspections assessing the environment of structures housing asthmatic children (Breath of fresh Air Program).

<i>Environmental Health - At a Glance</i>	
Total inspections	5,153
Food service establishment orders issued	108
Housing Safety/Zoning Code inspections	143
Orders to vacate illegal residential units	68
Breath of Fresh Air Program inspections	11

Public Health Nursing and Dental Hygiene Services

Public Health continues to lead the way in building healthy communities, achieving health equity and improving the quality of life for all in the community. Evidence and data drive the practice of public health nurses and dental hygienists who translate knowledge from individuals and population groups through direct care, health prevention programs and advocacy. This is accomplished through our programs in public health nursing, school health nursing, and school dental health.

Public Health Nursing

- The Breath of Fresh Air program (Asthma program) had 14 new clients and visited this group 11 times, bringing educational materials along with home cleaning and dust prevention tools.
- The monthly Blood Pressure Clinic located on the 4th floor of the Stamford Government Center took 207 blood pressures, referred 5 people to other providers, and distributed informational packets.
- The IAP (Immunization Assistance Program), which tracks children's immunization compliance, had 424 children referred. 604 children had vaccine information updated. 286 children were lost to service. 15 provider sites were visited. 1,179 contacts were made to 890 clients.
- The Cocoon Program was again funded by the State of Connecticut. 121 adults were immunized with TDAP to help prevent the spread of pertussis to infants.
- The Flu program gave 1078 doses of quadrivalent vaccine were given during the 2014 campaign. Medicare or other insurances reimbursed the program for \$6,908.
- The Mobile Medical Van screened 106 clients, provided 100 blood pressures, and performed 85 glucose and 78 cholesterol screenings. 77 referrals were made.



- There were 19 cases followed for communicable diseases. 5 were for Ebola monitoring.
- Reach out and Read, 56 books were distributed to children age 6 months to 5 years of age at the well child clinics.
- There were 635 initial visits at STD clinic with 131 follow-up visits. 627 syphilis tests were given resulting in 9 positive cases; 7 were treated. 550 HIV tests were performed resulting in three (3) positive cases. Twenty six pregnancy tests were performed and 8 were referred to prenatal care. There were 247 vaccines at STD clients.
- Travelers' clinic served 317 clients, 422 vaccinations were given and 63 malaria prescriptions were written. A total of \$31,993 was collected in fees.
- There were 10 new active Tuberculosis cases. Seven (7) were adult pulmonary, 1 co-infection; 2 extra pulmonary cases. All were followed by D.O.T. (Direct Observation Therapy) with 509 visits. 32 PPD/AGRA were completed; 13 had a positive PPD.
- Well Child Clinic served 479 children. There were 807 appointments, 229 physicals were completed, 1,734 vaccinations were given, 1,217 screening tests performed and 103 referrals made to other health care providers.

<i>Public Health Nursing - At a Glance</i>	
# of blood pressures taken at monthly clinic	207
# of children referred for immunization compliance	424
# of flu vaccines administered	1,078
Mobile Medical Van screenings	106
STD Clinic initial visits	635
Travelers Clinic clients	317
New TB Cases	10
# of children attending Well Child Clinic	479

School Dental Program

There were 8,427 dental screenings provided, 700 required some dental care, 386 sealants were provided for second graders, 399 students received preventative dental services including fluoride, 97 students received dental treatments, 10 students were referred for oral surgery or other extreme dental care.



<i>School Dental Program - At a Glance</i>	
Dental screenings	8,427
Sealants applied	386
# of students provided Preventive Dental Services	399
Referrals for oral surgery/extreme dental care	10

School Nursing Services

One school nurse served 33 licensed nurseries and daycares. 818 physicals were received. 580 vision screenings completed with 58 referrals, and 567 Hearing screenings with 11 referrals.

We provided nursing coverage for 21 public schools, 19 private schools (per mandate).

The public school had 54,960 sick visits reported to the nurse office, 25,012 injury visits, 15,294 other concerns and visits. There were a total of 94,266 visits to the nurse's office and 13,847 individual students serviced.

For both the Stamford Public Schools and the Private Schools there were 519 accident reports completed by the school nurses, 65 calls were made to 911.

There were 2,935 medication orders and 151 orders for skilled nursing treatments in the district recorded for the public schools.

Special skilled nursing interventions totaled 75,846. These included all treatments such as; catheterization, glucometer, colostomy care, urinalysis, suctioning, and G-tube feeding, oxygen, and all medications given.

<i>School Nurse Screenings - At a Glance</i>	
Vision	7,395
Hearing	7,388
Scoliosis	4,229
Lice Checks	272
Heights & Weights Recorded	2,922
Sports Physicals	1,301
Physicals	3,253



Stamford Mobile Medical Outreach Program

The Mobile Medical Outreach Program provides education and medical screening throughout the City of Stamford. This past year, 106 clients were screened, staff provided 100 blood pressures, 163 glucose and cholesterol screenings, and provided 10 HIV tests. Staff made 77 referrals for medical care.

<i>Mobile Medical Outreach - At a Glance</i>	
Blood Pressure screenings	106
Glucose and Cholesterol Screenings	163
HIV Tests	10
Referrals for Medical Care	77

HIV Prevention

Due to the President's National HIV/AIDS Strategy, the HIV Prevention's grant funding from the State of CT DPH changed as of January 1, 2013. Now in line with National Prevention efforts, our mandate is to offer HIV testing (without counseling) to as many individuals as possible to help identify those living with HIV who are undiagnosed. Therefore, we are no longer providing multi-session group sessions but instead are focusing on Outreach through our Mobile Van and through single session groups and Testing and Linkage to services. *(The number of clients served in groups will be lower than last fiscal year and the number of clients seen for outreach will be higher.)*

The HIV counseling and testing services provided 529 HIV tests. 3 individuals were confirmed positives. Both 20 minute HIV rapid tests and week-long OraSure HIV tests were provided although rapid testing has become the norm with the OraSure tests being used primarily to confirm positive rapid test results. Tests were provided at 17 different sites throughout the community including on the Mobile Van, Liberation Programs, Inspirica Programs, Shelter for the Homeless, New Covenant House Soup Kitchen, Domestic Violence Services, Neighbor's Link Stamford, Yerwood Center, Kids in Crisis, Westhill High School, Stamford High School, AITE High Schools, Durango Insurance, Food Pantry, UCONN, FIRP and CT Renaissance.



Eighty Two (82) HIV positive individuals or individuals practicing high risk behaviors received Prevention Counseling (PC), Comprehensive Risk Counseling Sessions (CRCS), or Choosing Life Empowerment Action & Results (CLEAR). Additionally, there were 160 individuals who attended 14 HIV risk reduction single-session groups.

HIV Program Staff made 6,112 outreach contacts to individuals throughout the neighborhoods of Stamford on the Mobile Van and through single session groups at community agencies. Linkage to community and HIV services was also provided.

In total there were 6,354 individuals who received HIV prevention services from the Stamford HIV Program.

<i>HIV Services - At a Glance</i>	
HIV tests administered	529
Number positive	3
Prevention Counseling Clients	82
Outreach Contacts	6,112

Laboratory Division

The Stamford Health Department Laboratory provides supportive lab services to the function of the health department along with direct public accessibility to its analytical services and public health information to the citizens of Stamford.

This past year, 226 ticks were submitted for Lyme testing with 21% of those submitted being infected with the Lyme disease bacterium.

Bedbugs are an increasing problem in Stamford. Last year there were 52 submissions for bedbugs identification. Once identified as bedbugs, Environmental Health Inspectors will perform a home inspection on rental properties and issue orders to the landlords for extermination.

The laboratory along with animal control insures that animals that need rabies testing are transported to the state for testing. This past year 16 submissions were made to the State Laboratory, 6 tested positive for rabies.



A laboratory technician is present at all Well Child Clinics to perform testing hemoglobin determinations, and lead screenings. The technician is also available for hemoglobin determinations and lead screenings for the WIC program and private physicians when necessary. This past year, 250 children have been tested.

Seven hundred and five (788) STD (sexually transmitted disease) tests were performed for the department's STD clinics. Patients are routinely tested for Chlamydia, gonorrhea, and syphilis. A laboratory technician is present at the clinics to perform laboratory testing (wet preps and gram stains) and process samples to be sent to the State Laboratory.

The significant illness database continues to be updated with newly diagnosed diseases/illness of Stamford residents reported to the health department. A total of 1,857 submissions were entered into the database last year. The submissions are tracked for trends and clusters so that adequate follow-up can be performed.

There were 844 water samples (beaches, shell fishing waters, ponds, and streams) tested for bacterial and chemical composition. Of these samples, 2,000 individual tests were performed.

In January of 2012, a well water ordinance went into effect. North Stamford residents with wells were tested for pesticides namely dieldrin and chlordane and volatile organic compounds (VOCs). Three hundred and nineteen (319) well water samples were collected and tested between July 2014 and June 2015.

<i>Laboratory Services - At a Glance</i>	
Ticks Submitted/Tests	226
- Percent positive	21%
Bedbug infestation investigations	52
Rabies investigations	16
- Number positive	6
Lead Poisoning Screenings	250
STD Tests	788
Water samples tested	844
Well Water tests	319



WIC Program

The federally funded WIC (Womens, Infants and Children) program serves low-income pregnant, postpartum and breastfeeding women, and infants and children up to age five who are at nutrition risk. WIC provides nutritious food supplementation containing those essential nutrients often lacking in the diets of populations at nutritional risk, breastfeeding promotion, infant formula and nutrition education. Through close ties with other community and departmental services, the WIC Program is able to assist participants in attaining other health services.

Currently, Stamford WIC has 3,372 participants primarily from Stamford, with a small population from Greenwich, Darien and New Canaan and additionally, 1,775 participants receiving services at the Norwalk WIC, located at the Norwalk Health Department, primarily from Norwalk, with a small population from Westport, Weston and Wilton. In addition, there is a satellite location at the Greenwich Town Hall.

For the 2015 season, 2,984 eligible Stamford WIC participants and 1,514 eligible Norwalk WIC participants will be receiving Farmer's Market Coupons through the Connecticut Department of Agriculture's Farmer's Market program.

Breastfeeding promotion and support is a major goal of the Stamford WIC program. The Stamford WIC Program staff consists of four Certified Lactation Counselors at the Stamford office.

<i>WIC Services - At a Glance</i>	
Number of participants at Stamford site	3,372
Number of participants at Norwalk Site	1,775

Social Services Division

The Stamford Division of Social Services is comprised of the Director of Mandated Services, grant funded Outreach Coordinator (Municipal Agent on Aging) and a Bilingual Outreach Coordinator. The position of Outreach Worker (which is responsible for enrolling the City's Husky clients) has been funded/filled for only part of this fiscal year. The Division administers several state mandated programs



and provides case management, referral and advocacy services to Stamford residents in need. Services provided by the division include but are not limited to one on one application assistance, translation, educational outreach, guidance and information with landlord/tenant issues, food, clothing, and shelter referrals, home visits, notary.

During the 2014-2015 fiscal year, the Social Services Division assisted 5,460 people. The division was granted funding for a Senior Health Program to provide health education and screening for adults age 60 and over. During the holidays 152 children received donated gifts, 30 disadvantaged seniors received holiday gift cards donated by City of Stamford employees, 392 pounds of food collected during the annual food drive to support the Lower Fairfield County food bank, and over 200 coats were collected to support the Backyard Humanitarians coat drive which cleaned and distributed coats to those in need.

<i>Social Services - At a Glance</i>	
Number of people assisted	5,460
Number of participants at Norwalk Site	1,775

Access Health CT-HUSKY A, B, D Insurance Enrollment

Last year, 1,125 individuals needed health insurance enrollment assistance (94 Access Healthcare CT, 784 Husky, 247 Presumptive eligibility). Families with children and single individuals under 65 years of age needing health insurance were provide one on one enrollment assistance. Applicants also receive assistance and advocacy with re-determinations, unpaid medical bills, fair hearings, and spend-downs.

<i>Access CT/Husky - At a Glance</i>	
# of people assisted with Access CT enrollment	1,125
# of people assisted with Husky enrollment	784

Eviction & Relocation Services

The Division is responsible for coordinating the storage, retrieval, auctioning and disposal of evictees' belongings. Between July 2014 and June 2015 there were 169 evictions in the City of Stamford. On



average 14 evictions occur a month with June and October being the busiest months with 20 plus evictions each. During the week of Christmas the division requests a moratorium on all evictions. Often evictees are assisted with obtaining shelter, food and clothing after they have been evicted. The division is also in charge of code enforcement relocations.

There were 53 families/individuals that received relocation assistance during the 2014-2015 fiscal year. Tenants displaced by code enforcement receive assistance with finding a new apartment, relocation costs and emergency housing as mandated by the Uniform Relocation Assistance Act. Relocations require a great deal of mediation between landlord and tenants and coordination with multiple departments and agencies to get the tenant rehoused.

<i>Eviction & Relocation Services - At a Glance</i>	
Number of evictions	169
Number of families/individuals relocated	53

Renter's Rebate

The Connecticut renter's rebate program is a state of Connecticut tax relief program for renters who are elderly and/or disabled. In the 2014-2015 fiscal year 1,564 applicants applied for renters rebate program. Applications are accepted on designated days in the community and at the Stamford Government Center.

Senior Health Program

The Stamford Senior Health Program provides low-income and minority older adults with health assessments, screening, education, counseling and referrals. The program goals are to increase healthy outcomes for seniors through prevention education and access to health care services. From February 2015 – July 2015 the Senior Health Program provided 311 units of services for Health Education and 339 units of Health Screening at over 11 different locations throughout the community including senior residences, health fairs and the Stamford Senior Center.



Senior Transportation

The Social Services Division continues to oversee the city's successful Share the Fare program that provides subsidized, half-price taxicab rides for Stamford senior citizens and disabled individuals. Under contract, via services provided by Norwalk Transit, Stamford enables reduced fare, door-to-door transportation services for senior citizens who are in need of affordable transportation to senior nutrition appointments, medical appointments and shopping sites.

<i>Social Services – Trends</i>			
	2012-13	2013-14	2014-15
Persons assisted with referral to housing, legal, health services	1,516	4,818	5,460
Families/individuals assisted with relocation services	43	33	53
Rent rebate applications processed for seniors	1,239	1,282	1,564
Access Health Insurance/HUSKY enrollments	1,194	2,099	1,909

Public Health Education

Each division of the Stamford Department of Health & Social Services engages in public health education. There is one part-time Public Health Educator for the Department whose primary focus is promoting prevention and wellness activities throughout the community.

Activities over the last year have included the following:

- The Department of Health & Social Services continues to use the website as a vehicle for informing the public about health news and announcements.
- Smoking awareness/prevention – The City of Stamford, Stamford Hospital, and the American Cancer Society continued their efforts to reduce cancer risk and promote screening by partnering on a variety of programs for the Stamford community. The purpose of this collaboration is to promote community awareness about the importance of cancer screenings and healthy lifestyle choices. Through these efforts, the DHSS hopes to reach the broadest possible audience with top quality health education information and services.
- Lung Cancer awareness/prevention – Great American Smoke Out poster contest for Stamford elementary school children had more than 400 entries. Presentation to Stamford public middle school students on the dangers of tobacco use also took place during the month of November 2014. The Collaborative partners also worked with the School Based Health Centers on a Kick Butts Day celebration.



- Breast Cancer awareness/prevention – Worked with Stamford Hospital's Bennett Cancer Center to promote a variety of events throughout the month of October, including presentations to Stamford high schools senior girls on the importance of screening and prevention.
- Colon Cancer awareness/prevention – Assorted events were hosted during Colon Cancer Awareness month in March, such as evening panel discussion, led by members of the medical community.
- Skin Cancer awareness/prevention – Efforts began this spring to expand outreach efforts and promote sun safety and use of SPF. Information disseminated via small group settings and at larger venues throughout the summer. These include little league opening day, lead prevention fair, Fairgate Farm festival, and Kindergarten Play & Learn evenings.
- Cardiovascular Health and Lifestyle Education – The DHSS actively partnered with the American Heart Association and the Population Health Department of Stamford Hospital to engage the public in health lifestyle activities and disease prevention activities. Activities included Healthy Hearts events at both the Stamford Government Center and the Tully Health Center. We also hosted Plate Up Stamford, a healthy recipe contest open to middle school students.
- Collaboration with Community Organizations – The Department continued to build its relationships and partnerships with a variety of community providers and organizations. By partnering with providers and organizations, health messaging and marketing efforts are in sync, ultimately reducing duplication of programs and services. The DHSS sits on advisory council of the United Way's Early Childhood Collaborative's health and wellness committee. The DHSS is an active member of the VITA Collaborative's Lifestyle & Education workgroup. Other partners include Communities 4 Action (formerly the Lower Fairfield County Regional Action Council), American Red Cross, Stamford Hospital's Obesity Task Force, St. Joseph's Parenting Center and the Ferguson Library. By actively engaging community organizations and working together to plan events & initiatives, the Department was able to expand its reach and health promotion efforts.

Fall 2015 Plans

Planning for activities and events is underway. These include the following:

- American Red Cross Blood Drive in Government Center
- Engage community organizations to increase participation in Hands for Life 2015
- Participate in Stamford Hospital's Cancer Community Outreach committee to expand prevention/screening opportunities
- Host annual "Great American Smoke Out" contest in November.
- Working with Neighbor's Link to increase the health literacy of members of the community who are typically underserved.
- Participate in the STRIVE (Cradle to Career) initiative's strategic planning process.



7. OFFICE OF OPERATIONS

a. Highway Department

One of the goals of the summer of 2014 was to secure the funding for the implementation of GPS on all vehicles overseen by the Highways Department. The needed monies were approved in the 2014-2015 operating budget. Implementation began immediately with the goal of having all vehicles fitted with GPS by November 2014 (which was achieved). The installation of GPS is directly responsible for our record-setting Leaf Pick-Up Program, which was completed in a record-setting fifteen (15) working days.

The 2014-2015 winter season saw 21 snow events and considerable icing issues. There were 9 snow events in January leaving, on average, less than four days between storms. The season started in late November and lasted into late March, severely testing the endurance of the City's manpower and machines.

The freeze and thaw cycle associated with this past winter causes considerable damage to our roads, especially the contractor ditches. The Highway Department is working to raise the standards of the repairs done by contractors to ensure their patches are of a better quality and durability. In an effort to combat potholes more efficiently, not only in the warmer months but also in the winter, two machines called "hotboxes" were purchased. A hotbox is a large metal container with a furnace underneath it, and its purpose is to keep asphalt hot. Hot asphalt ensures a much higher quality patching job for potholes and eliminates waste (cold asphalt that has hardened must be disposed of). Finally, the capacity of the hotbox is higher than that of an asphalt truck, which means fewer trips to the asphalt plant to reload.

Highways – Trends			
	2012-13	2013-14	2014-15
Days to perform leaf pick up	n/a*	22	15
Number of snow events	10	20	21
Number of potholes repaired	n/a**	1,518	2,716

**due to Superstorm Sandy, no leaf pick up this year. ** data not available.*



b. City Facilities and Parks Maintenance

The mission of the Facilities and Parks Maintenance Division is to provide the highest quality, cost effective preventative maintenance and upgrades to all properties owned by the City of Stamford so they are accessible, operational and safe for all citizens, employees and the visiting public.

The Facilities and Parks Maintenance Division consists of City staff of 35 full-time employees, including two Operations Foreman and two Landscape Specialists. Staffing has been reduced due to vacancies created by retirements and/or transfers. The Facilities and Parks Maintenance Division is responsible for the overall maintenance of 900 acres of general parkland and open space encompassing 58 public parks, 22 athletic fields, 4 beaches, 3 synthetic artificial turf fields, 3 marinas, 80+ City-owned and/or leased facilities including the Stamford Police Department, all firehouses, the Kweskin Theatre and the Stamford Government Center as well as the newly acquired 200 Strawberry Hill Avenue and 137 Henry Street.

<i>Facilities & Parks Maintenance - At a Glance</i>	
Number of employees	35
Number of acres maintained	900
Number of public parks	58
Number of athletic fields	22
Number of city owned or leased facilities	80

The Facilities and Parks Maintenance Division aggressively seeks the most cost efficient pricing from outside vendors through the City's RFP and Bidding processes. These purchases include but are not limited to: hardware goods, plumbing supplies, electrical supplies, on-call emergency and non-emergency contractual services, and janitorial goods.

In 2014-2015 the Facilities and Parks Maintenance Division continued to take on a proactive role by either performing in house or assisting outside contractors with actual construction-type projects, resulting in substantial savings to the City.



The Facilities and Parks Maintenance Division also coordinated projects from design to completion, and worked closely with other City Departments, including the Building, Engineering, Police, Fire, and Risk Management Departments.

The Maintenance Division, while overall succeeding in its mission, is getting stretched thinner each year trying to support all City of Stamford departments while also providing safe and pleasant environments for residents. Staff shortages and new property acquisitions will pose a challenge to the Division in the 2015-2016 Fiscal Year.

Division Reorganization

The Facilities and Parks Maintenance Division was reorganized in 2014-2015. The purpose was to increase oversight of all the various efforts in the Division and to assist supervisors with administrative requirements and needs. Aspects of this reorganization have allowed for

- A reimbursement program for overtime costs incurred by the Division. The Division now bills outside organizations (as well as other city departments) for services provided by the Division that are outside of the Division's normal responsibilities.
- Improved budgetary tracking has been implemented. The Division has separated the Division into its various components and has added new line items in the budget for improved record-keeping and accountability.
- Quarterly budget meetings are held with the main purpose of monitoring actual spending to budget.
- Monthly audits of the various components within the Division are also performed.

Facilities - Major initiatives

- Purchased 75 Flags/Poles for Summer Street and special events.
- Upgraded and renovated 137 Henry Street, including replacement of seven (7) glass doors/frames, installation of 4 HVAC roof-top units, installation of emergency railings to meet the Fire State Regulations and perimeter fencing. The playground passed its certified inspection after all necessary repairs/upgrades were performed so as to meet State Playground Regulations.
- Painted the Belltown Park Recreation Building with painting (also installed new gutters).
- Painted the 426 Shippan Avenue Maintenance Building.
- Painted Cummings Park Pavilion (also repaired concrete steps).



- Stamford Police Department Headquarters Building: 1) Oversaw asbestos survey with outside contractor and posted all required signage in asbestos-affected areas; 2) Supervised the asbestos abatement company during cleaning process; 3) coordinated monthly air quality testing; 4) installed portable HVAC units; and 5) remodeled Youth Bureau holding cells.
- Replaced ninety-three (93) City residential mailboxes that were damaged during snow removal.
- Oversaw the repair and installation of the sewer line and three (3) hot water heaters at the Yerwood Center.

Parks – Major Initiatives

- New Signage Program installed at Cummings Beach, West Beach, and 426 Shippan Avenue Maintenance Building.
- Installed new flower beds in all City Parks.
- Replaced 30 trees throughout City that were damaged during Hurricane Sandy.
- Removed twelve (12) dead Sycamore trees in Cummings Park/Halloween Yacht Park; removed fourteen (14) various species in Cove Island and eleven (11) Ash trees on Bridge Street.
- All eighteen (18) City Playgrounds were inspected and certified; all violations were addressed.
- Coordinated several lighting projects in Scalzi Park including Cubeta Stadium, the tennis courts, and the Little League Field.
- Worked at Dorothy Heroy Pool by with outside contractors to meet State and Federal Regulations.
- Continued applications program for all grass playing fields.
- Turf Maintenance program –Worked with outside vendor on repairs at West Beach and Lione Park fields.
- Implemented water truck program for City parks.
- Implement two-tier Weekday /Weekend/Night bathroom coverage for major parks.

Marinas – Major Initiatives

- Upgrades at Cove and Czescik Marina docks.
- Installed new electrical system at Cove Marina.
- Installed new electrical plug system for the Fire boat.



Maintenance – Major Initiatives

- Coordinated efforts of corporate volunteer groups throughout Stamford on the following projects:
 - Scalzi Park – Landscaping of area and park clean-up
 - Cove Island Park – Several events of new plantings and clean-up
 - Cummings Park – coordinated a volunteer cleanup day
 - Drotar Park – coordinated with RBS volunteer cleanup day
 - Riverwalk – preservation work

2015-2016 Goals

Initiatives that the Facilities and Parks Maintenance Division has set for this upcoming fiscal year include:

- Replace cooling towers at the Stamford Government Center.
- Assess fleet condition/usage to cut down on downtime as well as costly repairs.
- Implementation of approved capital projects for building renovations and repairs for all City properties.
- Manage and maintain 137 Henry Street; bring up to State of Connecticut code.
- Continue playground inspection program, construct new playgrounds and repair, as needed.
- Continue renovation plans for athletic fields city-wide.
- Install Cubeta Stadium lights and scoreboard upgrade.
- Beach Resiliency Plan projects.
- Tree removals as requested by the Engineering Division, WPCA and the Board of Education.
- Field Maintenance for all City and organized athletic leagues.
- Implement a preventative maintenance program on all vehicles and equipment.
- Maintain all City facilities both owned and leased in a safe, clean and sanitary environment for all employees and residents.
- Implement a preventative maintenance program on all HVAC systems, generators, and boilers for all City-owned, -leased and non-leased facilities.
- Assist in the reconstruction of the Cummings Park Marina.
- Continue with upgrades to Cove and Czescik Marinas.



c. Recreation Services

The Recreation Services Division provides leadership and coordination of services to numerous youth and adult sports leagues such as tennis, baseball, basketball, soccer, football and softball, as well as conducts programs in music, swimming, youth sports, camps and special interest activities.

Aquatics

The Learn to Swim program continued in popularity with 228 participants. Lessons were cancelled this past spring due to school construction. In summer we took on an additional eight (80) young people in the program. We will be offering an Adult Swim Lesson class again this fall. In addition to lessons, free public swims are offered at West Hill High School in the fall, winter, and spring. Lifeguard Certification Classes are held in the winter and spring. This past year we had twenty-five (25) registered participants.

<i>Aquatics - At a Glance</i>	
Learn to Swim Program participants	228
Lifeguard Certification participants	25

Adult Leagues

We also offer annual Adult Sports Leagues with 198 ASA registered softball teams. Stamford still remains the largest softball league in New England. We offer various Men's Leagues, Coed Leagues, Industrial Leagues, and Women's Leagues. Our fall softball league is one of the few fall softball leagues offered in the area. We also hosted a number of National Tournaments throughout the spring/summer.

Our May Labor Fall and Winter Volleyball Leagues host fifty-eight (58) teams annually. Our Men's Basketball League hosted twenty-four (24) teams this past season and our indoor soccer league had nine (9) teams participate.

Our summer Coed Leagues were a success as well with (seventy-four) 74 teams participating in our Beach Volleyball League and (twenty) 20 teams participate in our Kickball Leagues. We had had (thirteen) 13 teams registered for Flag Football.



<i>Adult Leagues - At a Glance</i>	
Registered softball leagues	198
Volleyball leagues hosted	58
Men's Basketball leagues hosted	24
Soccer leagues hosted	9
Number of coed leagues	74
Number of kickball leagues	20
Number of flag football leagues	13

Youth Programming

The summer camp program held one (1) playground program site at Barrett Park , two (2) Activity camps at Stillmeadow and Newfield Schools, and three (3) Day Camps at Davenport, Westover Schools, Heroy Park, and a Pre-School Camp at Roxbury School. Continued activities at all sites varied and included sports, games, crafts, swimming, color wars, camp Olympics, themes, fishing, camp shows weekly in town and out of town field trips, inter camp play days, and family picnics at each site. Also scheduled were music programs, health programs, various entertainment events such as musicians, comedians and even a traveling zoo.

We also had twenty-one (21) special needs children in our summer programs with one on one Para Educators allowing them the ability to participate in all of the camp activities on a daily basis. In all, 3,545 children participated in our wide variety of summer camps offered this summer.

Special programs included the very popular Birthday Parties, a Halloween Trunk or Treat Event , the 16th Annual Hay Ride with Santa at Cove Island Park and an Ice Cream Social with the Easter Bunny. Pre-school and after school programs for children ages 6 months to 16 years old as well many contracted vendor enrichment programs remain very popular. We also held bus trips for adults, ski trips for teens (13th year) and our largest Junior Counselor Training class since the program began.

Another popular program is our expanded after school lessons in piano, guitar, voice and violin. We also expanded our dance, ballet and fitness programs for children ages 2 – 14; increased the number of children's technology programs in the science and computer areas and expanded the various arts



programs that we offer. We had an increase in special education children participating in our after school programs with one-on-one Para Educators.

We continue to work with contacted vendors to offer as many programs as possible that are in demand from families and residents. We also offered more bus trips for families to places such as Boston, Philadelphia, New York as well as Casino trips for residents ages 21 and older.

<i>Youth Programming - At a Glance</i>	
Summer Camps	1
Activity Camps	2
Day Camps	3
Special Needs Children participating	21
Number of kickball leagues	20
Number of flag football leagues	13

<i>Recreation – Trends</i>			
	2012-13	2013-14	2014-15
Learn to Swim program participants	357	342	177*
Children participating in summer camps	3,456	3,475	3,545

**Number reflects reduced programming due to pool construction at WHS.*

d. Land Use Bureau

The traditional functions of planning, zoning and environmental protection have been augmented by additional responsibilities in the areas of transportation planning, parks planning, sustainability planning, aquifer protection and capital projects administration. Administrative responsibilities of the Land Use Bureau include the Planning Board, Zoning Board, Zoning Board of Appeals, the Environmental Protection Board and the recently created Historical Preservation Advisory Board.

Significant milestones relative to the Mill River Greenbelt/River Restoration project were accomplished. Phase One of the Mill River Park is complete, extending from Main Street to Broad Street and



construction is about to begin on the Carousel. Easements and permits are being secured to extend the park south to Richmond Hill Avenue, with construction to begin in the first quarter of 2016.

The decennial update of the citywide Master Plan was successfully completed on December 16, 2014.

The Transit Oriented Development Feasibility Study for Springdale and Glenbrook was completed and presented to the land use boards on June 9, 2015. The final report provided a number of recommendations and suggested projects to improve development in the two neighborhoods including expansion of the Village Commercial District zones, capital improvements to streets and sidewalks, and rail improvements to be pursued by the CT DOT. Work was completed on important transportation/transit studies, hampered by the loss of the Transportation Planner position. Geographic Information Services support to the land use boards and other City departments continue to be curtailed due to the loss of the GIS Technician position.

A master plan for Cummings, West Beach & Cummings Marina was initiated in June 2014 and completed the following June.

In partnership with Charter Oak Communities, a master plan for McKeithen Park was initiated in December 2014 in preparation for a community built playground that was donated to the City by KaBOOM! Inc. In Lione Park, grant funding is available to implement the plan for an expanded parking lot and park improvements. In the fall of 2014, Land Use Bureau/Engineering staff and the Boys and Girls Club began to prepare for final design and construction. Throughout the year, Land Use Bureau staff worked closely with and advised an ad hoc committee, managed by the Downtown Special Services District, on a master plan for Veteran's Park.

The plan was presented to the public in June 2015. A low impact development (LID) parking lot was installed in Mianus River Park in fall 2014 that included permeable pavers and a bioswale. This work complements the riverbank restoration projects that the Friends of Mianus River Park continue to plan and install with City staff, including three Christmas tree revetments, hardened accesses, and native plantings that were planned in the winter and spring and will be installed in fall 2015. Engineering and Land Use applied to the CT DOT for funds to do dredging designs for the Cummings, Cove, and Southfield marina and were approved for a Grant in Aid of \$136,516. Staff continues to work with the



Friends of Mianus River Park, the Scalzi Riverwalk Nature Preserve, and the Cove Island Wildlife Sanctuary.

The Glenbrook/Springdale Transit-Oriented Feasibility Study was completed in June 2015. The final report provided a number of recommendations and suggested projects to improve development in the two neighborhoods including expansion of the Village Commercial District zones, capital improvements to streets and sidewalks, and rail improvements to be pursued by the CT DOT.

e. Zoning Enforcement

A significant amount of staff time is spent on zoning enforcement and the review of building permits to ensure zoning compliance. The Zoning Enforcement staff is responsible for the interpretation and enforcement of Zoning Regulations. Zoning approvals are issued for construction projects and changes of use; certificates of zoning compliance are issued once a project is completed. In addition, zoning violations and complaints are investigated and appropriate follow-up action is taken. The Zoning Enforcement staff also provides support services to the Zoning Board of Appeals. There were 16,053 information requests answered; 1,459 zoning permits issued and 336 zoning complaints resolved in FY2014/15.

<i>Zoning Enforcement – Trends</i>			
	2012-13	2013-14	2014-15
Information Requests	15,243	17,185	16,053
Permits Issued	1,732	1,541	1,459
Complaints Resolved	210	177	336

f. Engineering Bureau

The Engineering Bureau administers capital improvement projects including storm and sanitary sewers, school construction, roadways & sidewalks, bridges, parks, City building facilities, marinas, street lights, traffic signals, energy performance and mechanical systems. Additionally the Bureau performs administrative functions, such as participating in legal depositions, and performs plan reviews upon referral from City boards.



In FY 2014-15, the Engineering Bureau:

- Issued 662 street opening permits, generating \$165,500 in revenue.
- Issued 122 street use permits, generating \$14,800 in revenue.
- Issued 17 new house numbers.
- Investigated and responded to 1,564 customer walk-in inquiries.
- Investigated and responded to 212 Citizens Service Center (CSC) engineering requests and responded to 233 paving and sidewalk replacement/installation complaints.
- Reviewed 298 site plans for other agencies, i.e. Environmental Protection Board, Zoning Board and Zoning Board of Appeals and performed 131 as-built construction inspections.

The Bureau routinely works in the coordination of public utilities in the City right-of-way by reviewing plans, issuing permits and overseeing repairs. As a result of the demand for natural gas there have been significant gas main improvement projects across the City. The Bureau also responds to emergency work requested by other departments, outside agencies, public utilities, Board of Education, and the general public.

Energy and Lighting Management

- Phase 4 of the Green Street Lighting project is currently in design – the lower wattage LED cobra heads luminaires have just been released from the manufacturer.
- The Bureau assists the Energy Improvement District Board and Office of Economic Development with the Government Center Micro grid and enhancements to Public Shelters project. The Energy Performance Contractor is currently performing an Investment Grade Audit (IGA) to provide a comprehensive list of projects and related economics for the EID Board, City, and Board of Education. A 60% project report is due in October with final IGA results with project selection slated for December. This project includes energy efficiency and resiliency measures at the Government Center, Westhill High, Stamford High, Rippowam Middle, AITE, and Roxbury elementary schools.
- The Engineering Bureau received an energy efficiency incentive check from Eversource for \$228,458 for completed energy efficiency measures, which included new chillers and variable frequency drives at Springdale, Toquam, and Westhill schools, Police HQ, HVAC rooftop units at Smith House and Westside Fire Station, and high efficiency boilers/furnaces at the Kveskin Theater, Westside Fire Station, Woodside Fire Station, and Police HQ.
- Streetscape lighting improvements included continued development within the South End Harbor Point areas, 35 new lights on Crescent St., 12 new lights at 66 Summer St. apartment building and garage, and two new bus stop lights on Hope Street in Springdale.



- A total of 1,291 roadway light repairs requested through the Citizens Service Center were completed by Shock Electric, consisting of 655 standard repairs, 636 light fixture replacements, and 14 bracket replacements.

Bridge Rehabilitation/Replacement Projects

- The rehabilitation of the June Road Bridge was substantially completed and opened to traffic in late 2014 and completed in the spring of 2015.
- Due to the poor condition of the north outside (fascia) beam, the City installed a concrete barrier on Wire Mill Road Bridge over Haviland Brook to keep traffic away from that edge of road, per the recommendation of ConnDOT. This bridge is programmed for rehabilitation/replacement in out years and is eligible for State or Federal funding.
- The West Main Street Bridge will be replaced with a pedestrian bridge capable of carrying an ambulance. The proposed bridge will utilize the existing historically significant trusses which are to be refurbished.
- Engineering completed scoping and fee negotiations for the replacement of the Riverbank Road Bridge over the East Branch of Mianus River and the Cedar Heights Road Bridge over the Rippowam River. The Bureau received funding approval for both bridges at 80% through ConnDOT's Federal Local Bridge Program. The City, which will fund the remaining 20% for these projects, intends to expand the scope of work for the Riverbank Road Bridge to include evaluation of frequent flooding north of the bridge.
- The City received a Commitment to Fund notification from the CT DOT for the replacement of the Riverbank Road Bridge over the East Branch of Mianus River and the Hunting Ridge Road over the East Branch of Mianus River. These bridges will be approximately 45% funded through ConnDOT's Local Bridge Program and approximately 55% funded by the City.
- Replacement of the Merriebrook Lane Bridge over the Mianus River is currently in design; it is planned to install a prefabricated bridge to minimize construction duration.

City Owned Facilities Renovation Projects

- A new Police Headquarters with the relocation of the existing Hoyt Barnum House to the 1508 High Ridge Road property owned by the Historical Society.
- The replacement of the chicken coop and a restroom upgrade at Heckscher Farm, Stamford Museum Nature Center
- The Dressing Room Theater addition, scheduled for completion in October, 2015.
- Generator replacements for the Woodside Fire House and the Haig Avenue maintenance facility, scheduled for completion in December, 2015.



- Generator replacement and new emergency lighting system at Scofield Manor, scheduled for completion in September, 2015.
- Interior and exterior alternations at Childcare Learning Center, scheduled for completion in September, 2015.
- Exterior wall and window replacement for the Yerwood Center.
- Code Compliance Upgrades and Building Improvements for the Solid Waste Office Building.
- HVAC upgrades at Smith House skilled nursing facility west wing.
- Hood exhaust systems at the Glenbrook Firehouse.
- Outbound truck scale replacement; a water line feeding the WPCA pump station runs through the scale, and the WPCA is in the process of relocating the water line so that it does not conflict with the scale.
- Completed sprinkler installation for the Summer Street Garage.
- Coordinated the installation of a live in trailer at Turn of River No.1, including installation of a septic system, connection to TOR No.1 for power and water.
- The Merribrook Barn includes the installation of a new septic system at the Merriebrook Wildlife Center.
- Kosciusko Park coastal embankment stabilization received zoning approval. The bid was conditionally awarded for the project.
- Design completed for Terry Conner's Rink mansard roof replacement. In addition, the doors, frames and hardware replacement bid was advertised and awarded. The hardware replacement project shall be completed by November, 2015.
- RFP prepared for professional engineering services to repairs the transfer station tipping floor.
- RFP prepared for professional design services for citywide roof replacements and perimeter flashing design.
- Advertised bid for boiler plant upgrade at Scofield Manor.
- Advertised bid for boiler plant upgrade at Springdale Fire Department.
- Advertised bid for HVAC upgrade to the elevator machine room at the Stamford Government Center.
- Advertised bid for bunkroom renovations at the Belltown Fire Department.
- Awarded bid for Bell Street Garage structural repairs. Structural repairs are approximately 70% complete and are expected to be completed by mid August 2015.

City Park Projects

Scofieldtown Landfill Project's Capping Design

- Bid Documents were submitted by our Consultant to CTDEEP for review and subsequent approval, as required by Consent Agreement (SRD-205).



- Continued collecting stockpiles of “tested” soil from other city and local projects and storing them on site, as per the soil management program; this soil stockpiling greatly reduced the overall costs for the project and reduced overall construction time.
- Sought and obtained required EPB Permits.
- The Contractor began on November 21, 2014. Winter conditions severely limited construction activities until mid-March 2015. We now are in discussions with the Contractor to maintain their Contractual Substantial Completion date of December 31, 2015

Dredging

- Solicited for proposals and selected design consultants for the dredging of Cove Island Marina and Channel, Cummings Marina and Bocuzzi/Southfield Park Docks.
- Design commenced on Cove Island Marina and Cummings Marina dredging.

Other

- Completed Mianus River Park parking lot renovation – Phase 1.
- Completed Scalzi Park Phase 3, Park Comfort Station Buildings Construction.
- Advertised bid for installation of playground safety surface at McKeithen Park.
- Project design bid for the Carousel and Canopy Projects together. Project rebid in April 2015.
- Working with Boys & Girls Club regarding expansion in Lione Park.

Citywide Drainage Improvement and Catch Basin Installation

- Repaired or replaced about 126 manholes/catch basins citywide.
- Completed design and awarded contract for Oakdale Road drainage improvements.
- Finalizing design for drainage improvements at Holcomb Avenue.

Citywide Sidewalk Reconstruction

The FY 2014-15 Citywide Sidewalk and Streetscape Reconstruction Contract was awarded. During the FY 2014-15 sidewalk season, 6 streets were completed.

Citywide Paving

The FY 2014-15 Citywide Roadway Asphalt Surface Replacement Contract was awarded. During the 14-15 paving season, 19 roads for a total of 7.13 miles of double lane paving was completed.

In Spring, 2015, RFP for Pavement Management Plan was advertised to solicit a qualified consulting firm to implement a pavement management system of a portion of the City’s street network. The pavement management system will provide a cost effective rehabilitation, budgeting and planning tool for the City’s street system.



Waterfront / Seawall Reconstruction

- Advertised RFP for design of channel wall stabilization.
- Advertised bid for Kosciuszko Park shoreline remediation and revetment.
- Completed construction for Cummings Marina bulkhead replacement. This project will receive FEMA and CT DEEP Funding.
- Completed construction of Cummings Park channel revetment and wall repair. This project will receive FEMA funding.
- Repair of Holly Pond Seawall: In preliminary evaluation/design of the repair of portion of wall in which several sections have collapsed into Holly Pond. Requested legal opinion learning that some areas of failure are on private property.

Board of Education Capital Projects

In addition to the above projects, engineering staff is assigned to Board of Education capital project design and construction administration.

Major projects **completed / substantially completed** during FY 2014-15:

- Renovation of classroom spaces and install bathrooms for Rippowam Pre-K program
- Davenport Ridge Elementary School sidewalks replacement and drainage improvements
- K.T. Murphy Elementary School paving parking lots and drainage repairs
- K.T. Murphy Elementary School Media Center/Office rooftop AC replacement
- Newfield Elementary School fire alarm replacement throughout building
- Springdale Elementary School building renovations included fire sprinklers, new emergency generator, interior door hardware, new ceilings and lighting.
- Springdale Elementary School chiller replacement
- Springdale Elementary School unit ventilators replacement
- Toquam Magnet Elementary School chiller replacement
- Toquam Magnet Elementary School drainage improvements to alleviate flooding of courtyard
- Toquam Magnet Elementary School Gym and Cafeteria floor replacement
- Cloonan Middle School windows & exterior doors replacement.
- Turn of River Middle School HVAC unit ventilator replacement
- Turn of River Middle School two hot water boilers, burner, and controls replacement
- Westhill High School chiller replacement
- Stamford High School Boyle Stadium restoration



Other major ongoing BOE construction / renovation projects administrated by the Engineering Bureau include:

- New Interdistrict Elementary Magnet School Extension to Rogers IB Program at 200 Strawberry Hill Avenue.
- Northeast Elementary School renovation included window and exterior door replacement, interior door hardware replacement, bathroom renovations, sinks in classrooms and auditorium A/C installation
- Stamford High School addition and modernization for parapet walls and brick facade
- Springdale Elementary School renovation included installations of fire sprinkler, new ceilings, new LED lights, emergency generator, and new main electric service.
- Stillmeadow Elementary School new generator and emergency light/exiting installation
- Turn of River Middle School additional upgrades, code and life safety improvements
- Toquam Magnet Elementary School entry sidewalk and parking lot replacement
- Westhill High School exterior doors and frames replacement
- District wide speakers and emergency phones installation
- Westhill High School is receiving replacement of exterior doors and frames.
- At Dolan Middle School, in the process of completing Phase II of the window and brick restoration.
- At KT Murphy Elementary School, the removal and replacement of all the exterior doors and frames where necessary.
- In regards to school wide safety, the scope of work is to add emergency phones and exterior speakers. Phones will be added to the auditorium, gymnasium cafeteria and outside the main office. At the elementary schools, exterior phones will be added adjacent to the playgrounds. Exterior speakers will be added adjacent to the playgrounds and athletic fields. The project is 95% complete.

<i>Engineering – Trends</i>			
	2012-13	2013-14	2014-15
- Street opening permits	721	719	662
- Street use permits	258	173	122
- new house numbers issued	33	23	17
- Responses to walk-in inquiries	2,018	1,759	1,564
- as built construction inspections	28	132	131



- roadway light repairs	1,079	1,130	1,291
- Manholes/catch basins repaired/replaced	113	126	126
- sidewalk reconstruction streets completed	6	8	6
- Miles paved	5.67	9.47	7.13
- Traffic/signal/timing requests	400	450	400+
- Service calls	1,531	1,515	1,428

g. Traffic Engineering

During FY 2014-15, the Traffic Engineering Division continued with major projects in the area of traffic control and traffic operations. The staff continued to work with the developers to assist in mitigating current and future traffic problems. Staff personnel reviewed approximately 70 referrals from the Planning Board and Zoning Board of Appeals.

More than 400 requests for traffic investigations, signal repairs and timing requests were received and addressed.

Projects completed:

- Hope Street between Northhill Street and Weed Hill Avenue
- Riverbend South Rail Road Gate Replacement
- Pedestrian Bridge across Washington Boulevard directly connecting the Stamford train station and Gateway Project development site on the south side of the station
- School Zone Flashers project – Partially Completed

Secured funding for the following projects under Local Capital Improvements Program (LOCIP):

- Fiber Optic Trunk Cable Replacement Project

Secured Construction funding for the following projects under Surface Transportation Program (STP):

- Oaklawn Avenue between Halpin Avenue and Stanwick Place

Projects currently under construction:

- TIGER III related to CTDOT Stamford Train Station elements are :
 - ODirect Access at East End of South Platform to Atlantic Street
 - Extension of Platform Canopies



- Real Time Train Information System
- Static Informational and Routing Signage Upgrade at Station
- Shelters at Ends of Center Island Platform.
- East Pedestrian Bridge Extension
- TIGER III related to CITY of Stamford in the vicinity of Train Station elements are :
 - North State Street Pedestrian Safety and Access to Train Station Area Improvements
Project will be completed in the Fall of 2015

Projects funded under Federal and/or State grants and/or public private partnership currently under Final Design are:

- Oaklawn Avenue between Halpin Avenue and Stanwick Place
- Atlantic Street at Henry Street intersection improvements

Funding Sources for the following projects for design & construction are being explored:

- Traffic Signal Retiming & Synchronization
- South End Street Improvements
- Atlantic Street Corridor Improvements
- Implementation of High Ridge Road & Long Ridge Road Corridor study Recommendations
- East Main Street between Lockwood Avenue and Courtland Avenue Roadway Improvements
- East Main Street between North State Street and Glenbrook Road Roadway Improvements
- Main Street @ Atlantic Street Intersection Improvements
- West Main Street @ High Street/ /Richmond Hill Avenue Intersection Improvements
- Largo Drive @ Hope Street Railroad Crossing & Commuter Parking
- Strawberry Hill Avenue @ Rock Spring Road/Strawberry Hill Court Intersection Improvements
- West Avenue @ West Main Street Intersection Improvements
- Broad Street @ Summer Street Intersection Improvements
- Broad Street @ Atlantic Street- Intersection Improvements
- Glenbrook Neighborhood Transit Oriented Development Study Elements
- Springdale Neighborhood Transit Oriented Development Study Elements
- Third Street @ Morgan Street- Intersection Improvements



Stamford Urban Transitway-Phase I

The roadway related construction of the entire facility is completed. The Intelligent Transportation System's elements implementation is in progress. ITS elements include Next Bus Arrival system, Automatic Vehicle Locators, Information display for traveling public at Train Station area and bus terminus at Train Station, and Parking Availability signs.

Stamford Urban Transitway-Phase II

The project was awarded in June 2013. The Contractor has begun with the abatement and demolition of buildings required for the roadway widening. Roadway widening and reconstruction on East Main Street is in progress. Roadway widening and reconstruction of Myrtle Avenue will follow the completion of construction on the East Main Street segment of the project.

Railroad Underpass Improvements

The State Department of Transportation has completed the semi-final design for the Atlantic Street Underpass. The City of Stamford is working closely with the State Department of Transportation in assisting CTDOT in completing the engineering design of the Atlantic Street Underpass which has funding to complete the project.

h. Traffic Signal Maintenance

- The Signal Division continued routine maintenance of 205 signalized intersections.
- There were about 1,428 service calls, of which 73 were after-hours calls including several middle-of-night calls.
- Signal equipment damaged by motor vehicle accidents at 25 locations
- LED Lamp Replacement at 97 locations.
- Conflict Monitor Reset at 11 Locations
- Conflict Monitor Replaced at 143 locations.
- Signal Head replacement at 9 locations.
- Scheduled New Controller Replacements at 10 intersections.
- NO TURN ON RED Illuminated Sign Installation at 16 Locations

All signals were repaired in accordance with The Office of the State Traffic Administration (OSTA) permit requirements.



<i>Traffic Engineering - At a Glance</i>	
Referrals from Land Use Boards	70
Number of signalized intersections	205
Service calls – traffic lights	1,428
LED lamp replacements	97
No turn on Red illuminated signs installed	16

i. Building Inspection

The function of the Building Department is to inspect and enforce the Connecticut International Building Codes, which include the demolition code, international building code, international residential code and any international mechanical codes.

During FY 2014 - 2015, the Building Inspections Department issued 6,020 permits for construction valued at \$373,136,430.08 and fees collected were \$8,330,318.42.

The approximate total inspections done for this period were 21,134.

- Stamford Hospital Fit Outs on 30 Shelburne Road
- 545 Bedford Street with 82 residential units
- Morgan Lofts on 111 Morgan Street with 175 residential units
- Summer House on 184 Summer Street - added superstructure with 224 residential units

In addition to inspections, the Building Department investigated and completed 128 citizen's complaints.

<i>Building Inspections - Trends</i>					
	Total Permits	Estimated Cost	Fees	# of Inspections	Complaints
FY 2009 - 2010	5276	\$192,739,727.21	\$4,450,000.00	22,265	203
FY 2010 – 2011	5273	280,818,785.65	5,000,000.00	12,898	148
FY 2011 – 2012	5865	350,000,000.00	5,400,000.00	16,466	142
FY 2012 – 2013	5251	463,195,002.23	6,900,611.00	19,563	143
FY 2013 – 2014	5636	398,892,328.23	6,200,000.00	20,000	85
FY 2014 – 2015	6020	373,136,430.08	8,330,318.42	21,134	128



j. Signs & Lines Department

The Signs & Lines Department will be reorganized under the Director of Transportation, Traffic & Parking. This change should help the department refocus on maintenance of the City's many signs while improving them to better keep up with the City's development.

k. Traffic Enforcement Division

In December of 2014 new hand held devices were brought on line for use by the Traffic Enforcement Officers. The entire ticket writing platform has been updated to a Wi-Fi real-time internet-based ticket issuance system. Officers no longer need to print out parking reports from the multi-space meters to find out which cars are valid or not. Instead they can stand right in front of the parking spaces they are checking and pull a digital report up onto their new device. This increases efficiency and saves a significant amount of paper.

Ticket issuance was down 8% overall due to both the new hand held device installation process and the particularly cold and snowy winter. A positive effect on revenue should occur due to the increase in parking fines approved during the 2014-2015 fiscal year. This will help counteract the slowdown we have seen on the streets over recent years such as the aforementioned winters, the economy, loss of parking lots downtown, and various construction projects on lower Summer Street.

Increased efficiency in the 2015-2016 fiscal year is expected in this Division. In addition, the conclusion of various construction projects will allow for more patrons to visit downtown, which, when added to the increased rates, should further increase revenues.

l. Parking Fund

The parking fund was down about 11% over the past fiscal year, and has still not returned completely from the 2008 recession. The Parking fund will be included in the new Transportation Department for 2015-16. Changes that were made this past year:

- Increase in park permit fees
- Increase in ticket issuance fees
- Greater efficiency of the new ticket processing system.



- An approved capital project to replace all the multi-space meters throughout downtown and the City's parking garages.

m. Fleet Maintenance

Fleet Maintenance is currently staffed by 5 full time heavy duty mechanics, 1 small equipment repair mechanic, 1 body man and painter, 1 parts manager, 1 fleet maintenance manager.

The Fleet Maintenance team works with all departments to provide the best possible service for the citizens of the City of Stamford. The success of Fleet Maintenance is a direct result of the collective effort made by all departments that we service.

The Fleet Maintenance division is comprised of three departments:

- 1) Vehicle and Heavy Duty Equipment repair and maintenance
- 2) Small Equipment repair and maintenance
- 3) Complete Auto/Truck and Equipment body work and paint shop

Fleet Maintenance is responsible for:

- Maintenance and repairs on approximately 900 vehicles and equipment distributed throughout the City of Stamford. This includes Refuse Collection, Recycling, Transfer Station, Composting sites, Highway and Road Maintenance, Traffic Maintenance Department, Parks Department, Traffic and Signal, Recreation, Parks Police, Traffic Enforcement, Engineering, Health Department and the Department of Administration.
- Plating and registrations for most departments.
- Fuel purchases for the City of Stamford's Magee Ave. and Haig Ave. facilities. It is also responsible for all inter-department billing for fuel consumption.
- The new fuel island has been certified and as of 9/2/2014 is operational.
- Developing all specifications and warranties for vehicles and equipment purchased by the City of Stamford.
- The sale, liquidation and disposal of all City of Stamford surplus, old, antiquated, damaged and or unused vehicles and equipment. The list of items also includes phones, radios, office equipment, furniture, fixtures, office supplies, tools, tires and anything else the City of Stamford deems as unusable or surplus.
- The sale or liquidation of all "abandoned cars," identified by the Police Department.



n. Solid Waste Division

The Recycling & Sanitation Department has continually increased services and initiated changes with reduced personnel while lowering budget requests over the past 5 years. The Department also provides resources to other city departments in areas such as snow plowing, clearing of storm debris, parks cleanup, welding and repairing equipment.

- The Solid Waste and Recycling Department has changed its Department name to **Recycling & Sanitation** to promote our recycling efforts. The Department's goal of increasing access to recycling information will continue to be improved as we are working on updating the Recycling and Sanitation Website for easier access.
- The Department has been working during ongoing construction of a new Scale House (along with the installation of a new software database). This new Scale House building will improve operations while allowing the necessary space to enhance operations and accommodate the increasing number of customers to the Facility.
- In our continued efforts to increase recycling, in May 2015 the Department became the first Municipal facility to participate in the State Mattress Recycling Program by recycling 3 tons of mattresses in the first two months and diverting them from the waste stream.
- The DEEP Recycling rate for the waste that the City exported this past year was 37%. (This is calculated using MSW, Recycling, leaves and yard waste.) The continued development of our single stream recycling program resulted in a 28% diversion rate from our City collected garbage. The City diverted 11,082 tons which saved the City \$748,000 in hauling expenses. Additionally the Recycling program received \$166,000 from the sale of recycling commodities. Since the inception of the single –stream recycling program 6 years ago, Stamford has saved over \$3 Million as a result of waste being diverted into recycling. During the same period we have collected over \$700,000 in revenue from the sales of recycled material.
- The electronics recycling program available at the Katrina Mygatt Recycling Center took in 290 tons of electronics, making Stamford to become the largest electronic recycler in the State. The Recycling Center also collected and donated clothing to Goodwill and Big Brothers/Sisters, recycled 1.5 ton of fluorescent bulbs, 3.8 tons of batteries, 2,200 gallons of yellow cooking oil and 2675 gallons of motor oil..
- The Scale House collected over \$1.9M processing the disposal of private commercial garbage and recycling, leaves and brush. Payments were also received for freon removal, tires, recycling revenues and payments from residents dumping over the allotted 200 lbs. free per day.
- The Transfer Station Division operates a State Licensed 1000 ton per day transfer station six days per week, the Scale House and Katrina Mygatt Recycling Center facilities where all of the City's municipal solid waste (MSW) and bulky waste (BW) is accepted and reloaded for out of



- town disposal. In Fiscal Year 2014-15, we processed 54,168 tons of MSW (an 8% increase from last year), 11,941 tons of leaves, 6,704 tons of brush and logs, 12,083 tons of household recycling, and 683 tons of mixed metal.
- The Collections Division provides for the once a week curbside collection of garbage from over 25,000 single-to 6-family homes, condominium units, schools, parks and municipal buildings. Residential curbside collection is conducted at over 33,000 households. We also provide backyard collection of recyclables and garbage for approximately 900 residents with medical or age exemptions.
 - The Collections Division is responsible for the operation and collection of the City's litter basket program with over 1,300 units throughout the City. During the Spring/Summer months this is a seven day a week program because of the increased outdoor activity at the parks, schools and beaches as well as the downtown business district in Stamford.
 - The Collections Division also collected broken toters and distributed over 1,000 larger or replacement recycling and garbage toters throughout the City. This was accomplished without additional staff or overtime.
 - The Department worked with Stamford Public Schools to increase recycling by providing guidance on the school recycling program. School recycling increased from 267 to 419 tons.
 - The Department sponsored 8 Hazardous Waste Recycling collections events which over 500 residents disposed of hazardous materials.

The Department's ongoing future concerns are:

- The Transfer Station floor is dangerous due to exposed steel rebar and concrete degradation.
- The Department Truck and Equipment fleet is very old and costly to maintain.
- Replacement of 15 roll off dumpsters that were discarded due to a safety concern is required.



<i>Recycling & Sanitation - Trends</i>			
	2012-13	2013-14	2014-15
DEEP Recycling Rate	47%	37%	37%
Single Stream Diversion Rate	27.7%	28%	28%
Tons diverted	10,605	10,963	11,082
Income: Sale Recycling commodities	\$91,000	\$36,000	\$194,000
Scale House Income: (Millions)	\$1.2M	\$1.5M	\$1.9M
Tons Of MSW out:	47,733	51,863	54,168
Tons of leaves out:	16,400	11,344	11,941
Tons of Brush/Logs out	14,500	7,313	6,704
Tons of single stream recycling out:	11,472	11,932	12,077
Tons of Mixed Metal out:	612	666	683

o. Stormwater Management Department

The Stormwater Management Department has made significant progress toward overall compliance with the MS4 stormwater permit #CT0030279 issued by the Connecticut Department of Energy and Environmental Protection (DEEP) to the City of Stamford on June 4, 2013. MS4 stands for “**Municipal Separate Storm Sewer System**” and the issuance of this permit has greatly increased the City’s responsibility to regulate the water quality of stormwater discharge generated on both public and private properties. The goal of the Department is to ensure the City is in compliance with all state and federal stormwater regulations and to ensure the rivers, streams, ponds, and watercourses within the City are free from pollutants and toxins which are harmful to people and the environment.

During the 2014 / 2015 fiscal year, the Stormwater Management Department accomplished numerous tasks related to infrastructure operations and maintenance. In the fall of 2014, the department hired four (4) Equipment Operators and one (1) Laborer. The department took delivery of two (2) new ‘**Vector**’ vacuum trucks and a CCTV Camera truck to be used to undertake regular cleaning, maintenance, trouble shooting, and illicit detection source work. The Stormwater Management Department began systematically cleaning the City’s 11,000+ catch basins in October 2014. As each



basin is cleaned, photographs are taken and an inspection report is completed in the field with an I-Pad tablet linked to the specific GPS location of the particular basin. The data collected will assist in developing a frequency cleaning schedule for all City owned catch basins.

Catch basin cleaning operations continued until the City's mandated leaf-pick up program commenced in mid-November. The leaf pick-up program was completed by mid-December, at which point the weather was warm enough to continue catch basin cleaning work. However, catch basin cleaning operations were suspended for most of January, all of February, and the first half of March due to the cold winter, heavy snowfall, and frozen catch basin grates and sumps. Cleaning and maintenance operations resumed as normal in mid-March, and the department is currently removing approximately 500 tons, or one-million (1,000,000) pounds, of material, in both liquid and solid form, from the city's catch basins each month. Any drainage structure requiring repairs based upon the inspection and cleaning is forwarded on to the Engineering Department for follow up. Another important component of operations and maintenance is training for City personnel. Two trainings were conducted in July 2014, followed by another in June 2015, which conveyed information necessary to limit negative impacts to stormwater quality from normal Highway operations. Additionally, a City-wide list of detention and retention basins was compiled as preparation for upcoming inspections and maintenance activities, as required by the DEEP permit.

During the 2014 / 2015 fiscal year, the department continued to develop and implement a campaign of public outreach and education. This included updating the Stormwater Management Department website, coordinating with various watershed groups and concerned citizens, procurement of 3,500 storm drain markers in English and 3,500 in Spanish, procurement of materials and site selection of fifty (50) new pet waste disposal stations in City parks, provided 3,550 educational pamphlets to the Town Clerk for distribution at time of issuance or renewal of dog license, sent targeted mailings to neighborhoods where illicit dumping was discovered, sent informational mailers to over 900 licensed home improvement contractors with Stamford mailing addresses, and conducted a pilot stormwater educational program in April 2015 covering the entire sixth grade class at Dolan Middle School. The department conducted its first annual public meeting at Government Center on July 29, 2014. Additionally, the department also coordinated the development of the City's first Stormwater



Management Plan (SMP) submitted to DEEP in September 2014, which lays out a plan for the City's continued compliance with MS4 permit #CT0030279. The department responded to four (4) spills in excess of 5 gallons of petroleum products on the City's roadways and coordinated with first responders (Police, Fire, DEEP) to limit impacts to the City's waterways. In 2014, the department also adjusted internal operations to receive and respond to citizen complaints regarding stormwater related issues.

The MS4 Permit issued by DEEP requires the City to create the legal authority to enforce stormwater regulations. On January 5, 2015, seven (7) City employees were nominated and appointed as Civil Citation Officers. On March 20, 2015, Ordinance 1153, adding Chapter 201 to the City Charter became effective, which created regulation of the municipal separate storm sewer system (MS4). The department also worked to amend Section 214-9 of the City Charter, prohibiting the discharge of drainwater on roadways. The amendment to Section 214-9 became effective on 4/26/2015. Any of the City's eight (8) Civil Citation officers, in addition to the Stamford Police Department, can issue a Civil Citation for violations which can include, but not be limited to, dumping any pollutants into any storm drain or conveyance structure. During 2014/2015, the department worked closely with Land Use Bureau staff to develop modifications to Sections 3 and 15 of the Zoning Regulations of the City of Stamford, in accordance with the requirements contained in CT0030279. The draft Zoning Regulations were sent to referral agencies for comment in the spring of 2015.

The MS4 permit requires the regulation of activities related to Land Disturbance and Development. This entails coordination with various City departments, including: Engineering, Environmental Protection Board, Zoning Office, Building, Health, Police, Fire, and Information Technology Departments. During the 2014 / 2015 year, the Stormwater Management Department has reached out to neighboring communities and state organizations (CT DOT) to develop an understanding of areas where Stamford's stormwater infrastructure is connected to piping owned or maintained by another entity.

The department coordinated the collection and submission of both in-stream and wet weather outfall monitoring data to CT DEEP. Data was collected from ten (10) different in-stream locations, at four (4) times throughout the year, in accordance with requirements set forth in the MS4 permit. The City also began to collect data for dry and wet weather outfalls sampling events and began to screen and test the water for signs of pollutants. Mapping and screening of the stormwater piping and infrastructure is



underway and is being facilitated by the GIS staff in collaboration with the engineering department and a team of consultants.

The department is also responsible for stormwater monitoring, sampling, inspections and compliance at the City's five (5) General Permit Industrial sites. The sites include: Stamford Police Department, City Garage, Town Yard, Harbor View Transfer Station, and Scofieldtown yard. Compliance with DEEP general permit requirements requires frequent sweeping, catch basin cleaning, and coordination of wet weather sample collection and submission of data to CT DEEP.

p. Cashiering & Permitting

2014-15 was a busy year of transition, as we hired a new vendor for all ticket and permitting processes. Supervisor and staff implemented the new software system to improve the processing and notification of all parking tickets, notices as well as permit tracking and distribution. Staff and supervisor were trained in the new system while concurrently running the old system so services and revenue were not affected. The contract provides all new computer software, hardware and handheld units for traffic enforcement.

Parking and garage revenue were down slightly, directly attributable to a harsh winter that reduced garage and on-street parking. However, we enjoyed a record increase in permit revenue with a \$143,000 surplus.

Over time, savings of \$30,000 to \$40,000 will occur because ticket processing fees were reduced by 20 percent in the new contract.

q. Citizen's Service Center

This year the Citizens Services Center received 10,300 requests for all city services, and held a 97% clearance rate for core services (those most requested by residents). Service requests were up 16 percent over last year, however, the service request database was also expanded to include all veterans services and select services to the disabled.



Requests by phone and e-mail were consistently robust in the past year, but more work needs to be done to make the on-line system more user friendly.

<i>Citizens Service Center - At a Glance</i>		
Citizens Services Center	2013-14	2014-15
- Total requests	8,900	10,300
- Completion rate	93%	97%

r. Terry Conners Rink

Terry Conner's Rink completed the 2014/15 fiscal year slightly lower in revenue (5.54 %) than the previous year. This can be attributed to the departure of Manhattanville College and five significant snow storms. Our summer camps this year have had a 59.38 % increase in revenue averaging 46 children a week (up from 30 last year) for 8 weeks. TCR's learn to skate program has also generated an increase in revenue of 10 %.

Terry Conner's continues to offer residents year round public skating sessions, open hockey sessions, freestyle sessions for figure skaters and a strong learn to skate lesson program. TCR also brought back summer men's league hockey.

The Stamford Youth Hockey Association is based at our rink and begins practice the first week of September. Youth games can be attended free of charge most weekends September through February (check www.tcrink.com for schedule). Four high school hockey teams also call TCR home. Games begin with a round robin Jamboree on Saturday December 19th. Games continue from mid-December through February culminating with the FCIAC playoffs which drew over 2,000 spectators for the finals game this past season.

If figure skating is your thing TCR once again hosted the annual Synchro Open. This event featuring our local synchronized teams The Shadows / Shimmers & Sprites is comprised of nearly 100 hundred synchronized skating teams from up and down the east coast and brings well over four thousand people through our doors for the weekend competition to either compete or spectate. This year's event dates are December 5th and 6th.



Terry Conner's Rink hosted The Big Assist VII on July 15th. This is a charity hockey game with many NHL, AHL and college players who have their hockey roots in and around the Stamford area. Proceeds from the game go towards spinal cord research and the purchasing of equipment for the handicapped. Once again over 2,000 people attended the event!

Going forward TCR will continue to offer what many hockey and figure skaters a like call "the best ice around"! The TCR staff takes great pride in this. TCR is scheduled to have all of its doors replaced in September 2015 and is tentatively scheduled to have the brown mansard that surrounds the building replaced in May of 2016.

s. E. Gaynor Brennan Municipal Golf Course (Golf Commission)

After several years of seeing a decrease in play and in Player Revenue, in FY 2015 Brennan Golf saw an increase in play, Player Revenue and Cart Revenue. All of this happening even though we had a very harsh winter and a late opening to the 2015 Golf Season.

The course, in 2015, continued to show improvement, physically, as projects were again completed both in house and by contractors. Projects completed in house included a new Ladies tee on the second hole, as well as a new blue and white tee for the seventh hole. The seventh hole is significant as it also involved re-routing and re-positioning of the tees, the cart paths and new irrigation. A new Cart path project, begun in FY 2014, was also completed in 2015. This included new paths for the 1st, 2nd, 7th, 11th, 12th, 13th and 16th holes. All projects are being undertaken using Golf Revenue and NO Tax Dollars. More importantly, however, the facility continues to maintain our self-sufficient status, having not used any tax revenue for over Fifteen Years.

Plans are moving forward, during FY 2016, on the Golf Course, to continue our course improvement with Projects to include completion of reconstruction of a new 2nd tee, removal of old carts paths and addition of Bunkers on the 7th and 16th holes.

<i>E. Gaynor Brennan – Trends</i>			
	2012-13	2013-14	2014-15
Players	n/a	35,007	36,053
Player revenue	\$871,229	\$855,229	\$894,087
Increase/decrease in player revenue at Brennan from prior year	\$(57,269)	\$(16,000)	\$38,858



22. OFFICE OF LEGAL AFFAIRS

During Fiscal Year 2014-2015, the Director of Legal Affairs and Corporation Counsel, along with her Deputy Corporation Counsel and six staff attorneys, rendered 18 formal legal opinions to city departments, agencies, boards and commissions and provided more than 300 informal opinions to various departments, agencies, boards and commissions. The department also drafted a number of ordinances and resolutions for consideration by the Board of Representatives at its or the Mayor's request, and appeared before numerous boards and commissions to provide ongoing counsel on both procedural and substantive issues. Additionally, the Law Department worked with the Purchasing Department to review, approve and process approximately 900 contracts, agreements, requests for proposal and bid waivers.

The Law Department has continued to provide legal services to the Board of Education, including tort claims and lawsuits, discrimination claims and contract disputes. In addition to representing the Board in litigation and reviewing contracts as requested, this office has advised the Board on employment issues and Freedom of Information issues. During the fiscal year, the Law Department expended approximately 1,036 hours on Board of Education matters, for which the City billed the Board of Education \$124,338.

A total of 253 claims were filed against the City this fiscal year, including vehicular tort claims, highway defect claims and a variety of personal injury and property damage claims. 126 lawsuits were instituted against the City, including personal injury, contract, employment and tort claims, tax appeals, as well as administrative appeals from City Boards. At the close of Fiscal Year 2014-2015 there were 310 lawsuits pending against the City.

The Law Department assists and advises all City Departments with Freedom of Information requests and represents the City before the Freedom of Information Commission. The volume of Freedom of Information requests has increased dramatically in the past few years. In November 2013 the Law Department added a part-time Assistant Corporation Counsel to assist with Freedom of Information Requests, to act as the City's Americans with Disabilities Compliance Officer and to assist with other



matters in the Law Department. During fiscal year 2014/15 there were approximately 622 Freedom of Information requests handled by and/or reported to the part-time Assistant Corporation Counsel.

During the year, the Law Department handled 68 delinquent tax matters in total. The Law Department resolved cases in-house and worked with outside counsel in resolving 21 cases, and entered into payment plans on many others. Through the efforts of outside counsel and this office approximately \$2,214,661.84 in delinquent tax revenue was collected this fiscal year. Additionally, the Law Department collected \$183,446.04 in damages for City property and automobiles that were damaged as a result of incidents involving City property or motor vehicle accidents with City cars.

The Law Department also monitored bankruptcy actions in which the City is listed as a creditor for taxes and/or parking violations and is actively filing proof of claim documentation in order to recapture revenue owed to the City of Stamford.

Other highlights of the fiscal year were:

- Negotiated the acquisition of 200 Strawberry Hill Avenue for future use as a City school
- Negotiated the acquisition of two properties on Bedford Street for use in the building of a new police station
- Arranged for the disassembly and move of the historic Hoyt Barnum House to property managed by the Stamford Historical Society
- Worked with the Animal Control Task Force to create policies and an ordinance for the Stamford Animal Control Center to follow
- Obtained Summary Judgment on several cases against the City
- Many other favorable settlements, verdicts, and dismissals in civil rights cases and personal injury cases that exposed the City to damages, attorney's fees and punitive damages.

<i>Legal Affairs - Trends</i>			
Legal Affairs	2012-13	2013-14	2014-15
# of formal legal opinions	15	7	18
# of claims filed against the City	92	140	253
# of lawsuits against the city	249	268	126
# of delinquent tax matters	211	134	68



Municipal Employee Bargaining Organizations		
Organization	Number of Employees	Current Contract Exp. Date
Stamford Police Association	277	06/30/2011
Local #786 of the International Association of Firefighters, AFL-CIO (downtown)	277	06/30/2011
Local #2657 of the AFSCME, Council #4, AFL-CIO (Supervisors)	116	06/30/2014
Local #465 of the AFSCME, Council #4, AFL-CIO (registered nurses)	55	06/30/2014
Local #1303-273 of the AFSCME, Council #4, AFL-CIO (Hygienists)	4	06/30/2014
Local #1303-191 of the AFSCME, Council #4, AFL-CIO (Attorneys)	6	06/30/2014
International Union of Operating Engineers	25	06/30/2014
Local #2377 of the International Union, United Automobile Workers, AFL-CIO	327	06/30/2010
Stamford Board of Education Employee Association (Custodian & Maintenance)	152	06/30/2025
New England Health Care Employees Union, District 1199 (Smith House)	105	06/30/2012
Local #222 of the United Electrical Radio & Machine Workers of America	126	06/30/2015
Non-unionized	75	n/a
Total City Employees*	2,072	

**does not include 527 seasonal workers*



<i>Board of Education Employee Bargaining Organizations*</i>		
Local #2657 of the AFSCME, Council #4, AFL-CIO (Supervisors)	7	06/30/2014
Local #2377 of the International Union, United Automobile Workers, AFL-CIO	81	06/30/2009
Stamford Board of Education Employee Association (Security and Community Liaison Employees)	33	06/30/2016
Stamford Education Association	1,475	06/30/2016
Education Assistants of Stamford Association	388	06/30/2016
School Administrators Association of Stamford	65	06/30/2014
Total Board of Education employees	2,198	

**Data as of 6/30/2014*

PART III – EDUCATION

The following highlights represent major accomplishments in Stamford Public Schools (SPS) for the 2013-14 school year:

Research

- In 2014-15, a total of 1,008 Stamford Public School high school students completed one or more Advanced Placement Tests and participated in the Advanced Placement Testing Program of the College Board. Of these students, 264 were recognized as Advanced Placement Scholars for outstanding achievement on Advanced Placement exams.
- One SPS students from the Class of 2015 was named National Merit winner (top 1% in the nation). An additional 13 students were named as commended students (top 5% in the nation).
- Beginning with the Class of 2010, the Connecticut State Department of Education introduced a new and more rigorous four year graduation measure. Since 2010, the four year graduation rate has risen from 83% (Class of 2010) to 89% for the Class of 2014, the most recent data available. More than 80% of high school graduates of Stamford Public Schools enroll in post-secondary education.
- A Three-Year Technology Plan, to begin in 2015-16, was written with input from teachers, administrators, Board of Education members, students, and community representatives. The focus is on teaching and learning with technology support. Measureable goals are incorporated.



- A Parent Portal was opened in 2014-15 for middle and high school parents to access attendance, test results, and grades for their children. The Parent Portal will be expanded for parents of elementary level students in 2015-16.
- By the end of the 2014-15 school year, a total of more than 1,000 have been trained by professors from Southern Connecticut State University in strategies to enable English Language Learners to access academic instruction, in accordance with the SPS Department of Justice Settlement.
- Professional Development sessions were held in the 2014-15 school year with teachers, social workers on a range of mental health topics. Participants were instructed to recognize students who might be dealing with emotional issues and to offer appropriate referral guidance.
- An English/Language Arts Unit of Study was recognized for excellence by Achievement Partners, a national research group, and will be disseminated to districts across the county as an “exemplar.”
- An Intervention Manual was developed to guide the identification, placement, and monitoring of students struggling in reading, math or with behavioral issues. The goal is to reduce the number of students instructed by specialists outside the regular classroom and strengthen core instruction in the regular classroom

Curriculum and Instruction

Literacy – Elementary

- Continuation of professional learning for grades K-5 on deepening their understanding of the CT Core Standards as they apply to the curriculum and instruction in the classroom.
- Professional learning for all K-5 teachers on Writing for Understanding.
- Integrated reading, writing and content area units for grades K-5 aligned to the CT Core Standards.
- Continuation of the Reader’s and Writer’s Workshop Model — using K-5 Strategic Literacy Framework:
 - Focused Reading: Read Aloud, Shared Reading, Guided Reading
 - Focused Literacy Work Period: Engaging, purposeful and challenging literacy practices during the Work Period
 - Focused Writing: Writer’s Workshop
 - Focused Word Study: Phonics, Vocabulary, Grammar and Spelling

Literacy – Secondary

- Curriculum Committees revised common unit assessments and developed new districts assessments for this school year.



- Middle School Curriculum Committee created a Grammar Guide by grade level that is aligned to the CT Core Standards.
- Provided professional development on incorporating Speaking and Listening Standards and Language Standards to middle grades.
- Training completed for all modules of the Laying the Foundations Training (training to prepare all students for Advanced Placement courses) for high school ELA teachers.

Mathematics – Elementary

- Continued implementation of CT Core State Standards in mathematics at the elementary school levels.
- Continuation the use of learning stations as a means of differentiating at all elementary schools in grades K-5.
- Continuation of the implementation of the mathematical practices.
- Continued classroom embedded/individualized professional development for K-5 novice and veteran teachers.
- Pilot of Everyday Math 4 in select elementary schools.

Mathematics – Secondary

- Continuation of aligning MS and HS curriculum and assessments to the CT Core Standards.
- Pilot learning stations in academic support classes in one HS and one middle school as a way to enhance academic support to students.
- Continuation of the implementation of the Mathematical Practices in MS and HS math classes.
- Continuation of classroom embedded/individualized professional development for HS Algebra I and Algebra 2 teachers, and middle school math teachers.

Elementary Science

- Continuation of full implementation of SPS science program in grades K-8.
- Continued materials support for elementary science teachers provided by the elementary science paraprofessionals.

Secondary Science

- Continued implementation of CT Core Literacy Standards at HS and MS levels.
- Collaboration with By Kids for Kids organization and CT Science Center to develop projects for MS and HS science.

STEM

- Continuation of district STEM team to develop plans for STEM integration district-wide.
- Second year of involvement of HS Math and Science teachers in Project CCSS-STEM with Albertus Magnus College and SCSU.



- Third year of STEM-themed summer camp for 30 middle school girls at UCONN sponsored by GE (GE Girls).
- STEM (Science, Technology, Engineering, Mathematics) Integration activities in all middle schools.
- Second annual STEMfest in Mill River Park.
- Continuation of after-school club for programming at Cloonan MS.

Social Studies – Elementary

- Development of new elementary SS curriculum that is aligned to State Framework and CT Core Literacy Standards for SS.

Social Studies – Secondary

- Continued development and implementation of district-wide curriculum for HS and MS
- Professional development on CT Core Literacy Standards for SS.
- Classroom embedded/individualized professional development for all MS SS teachers.
- Pilot of Grade 8 SS Capstone project.

World Languages

- Revision and implementation of a common curriculum and assessments for levels I, II, III, IV in both Spanish and French at the middle school and high school levels.
- Pilot of level I district-wide curriculum for Latin and Italian in high school.
- Implemented a common curriculum in grades 2, 3, and 4 FLEX (Foreign Language Elementary Experience) program.
- Developed a common curriculum to be used in grade 5 FLEX (Foreign Language Elementary Experience) program.

English Learner Department

- Continuation of centralized registration procedures for new arrival EL students. EL students are able to be centrally screened, identified, and placed in appropriate programs that are aligned to their language learning needs.
- Second year ensuring that all eligible students have been screened by no later than 10 school days after they enroll.
- Second year using ELLevation the database to capture data on all EL services and EL test scores.
- Implemented a system for monitoring academic performance of current and recently exited ELs.
- Continuation of district-wide training for educators and administrators on working with EL students.
- Three new arrival classrooms were created to meet the needs of students in grades 1-12 that are new to the country.



Office of Family and Community Engagement

- Collaboration with the Stamford Police Department and our community partners was sustained in an effort to reduce disproportionate suspensions and arrests of black and Latino students.
- Continuation of the Stamford Public Educational Foundation's (SPEF) Mentoring Program, introduced in the 2011-2012 school year at both Stamford High and Westhill High Schools. The program served over 400 elementary, middle and high school students in Stamford.
- Continuation of centralized registration procedures for new arrival ELL students. ELL students are centrally screened, identified, and placed in appropriate programs that are aligned to their language learning needs.
- Awarded McKinney-Vento sub-grant funds in order to better support the growing number of homeless youth in Stamford.
- Convened community and youth-serving providers to share curriculum resources and further the district's collaboration with the greater Stamford community.
- Continuation and expansion of Neighbors Link's parent education programs at Newfield, Roxbury and Northeast schools.
- Established agreement with Doctors Express in order to minimize wait time for uninsured students in need of a school physical.
- Joint District Council was established in collaboration with SPEF to share practices for School Governance Councils.
- Served over 800 families in need of assistance with school-related matters.

Special Education Services

- Third year using scheduling and work-load management software resulted in transferring 20 student support staff to meet service increases in different buildings.
- Continuing Paraeducator procedural process to manage District needs in 20 buildings resulted in keeping within the budgeted FTEs.
- Completed ongoing Paraeducator training in the areas of sensory communication, activities of daily living, inclusion support, transition (18-21) and career exploration, and positive behavior interventions.
- Autism spectrum disorder curriculum implemented preschool to high school with ongoing professional development.
- Transition (18-21) services implemented at an off- site location in the University of Bridgeport Stamford Campus for up to 25 students inclusive of vocational experiences, activities of daily living , social skills, functional academics, community opportunities, and independence skills in alignment with the State Board of Education requirements. First graduating class of eight students in June 2015 with 100% of students linked with adult agencies.



- Completed professional development for special education teachers in the Austin Spectrum Disorder curriculum and applied behavioral analysis.
- ASD-both SHS & WHS-classroom tablets with supportive apps added.
- Continual updates for online staff resources and resources including efficiency and mandated reporting and data collection tools.
- Medicaid revenue \$1,432,000.00
- 2,007 children received special education services as of June 30, 2015.

Student Support Services and Special Programs

- Several schools initiated Positive Behavior Supports (PBS) in their buildings. District behavior specialist gave PD to several schools on PBS and school climate.
- District behavior specialist met with several teams regarding school climate and ways to incorporate more positive supports into their buildings.
- Crisis Prevention Institution trainings were given throughout the district in an attempt to teach de-escalation techniques.
- PrePare training was held for several staff members to teach prevention and response to crisis.
- Stamford Schools contracted with The Child Health and Development Institute of Connecticut to audit our student's mental health needs and our mental health programs. Focus groups were conducted between May and July, and more than 150 stakeholders were interviewed.
- The Social Work Department collaborated with the Yale Child Study Center to provide psychiatric consultation and training to our staff using tele mental health services.
- The RISE program has continued to develop as a therapeutic model.
- Ongoing Department of Children and families Mandated Reporting for all Stamford Public School staff.

Mental Health Planning and Oversight

- SPS selected Mental Health Advisory Council (MHAC), comprised of school-based and school-linked leaders, to help plan and guide efforts to enhance its mental health services and supports. These leaders consistently affirmed the importance of creating a comprehensive, trauma-informed, and evidence-based school based mental health system of care, driven by the findings of the mental health audit completed in September 2014.

Ensuring Clinical Capacity and Service Delivery

- SPS teachers and clinical personnel clearly articulated a sense of urgency for installing new practices that would enhance their capacity to address the mental health needs of students.
- Evidence-based and evidence-supported practices and interventions were identified to address needs among SPS students, including the following:



- The Health Curriculum Class at Westhill, Stamford, and AITE High Schools training will begin Spring 2016 with classroom implementation scheduled for Fall 2016.
- A Mindfulness curriculum will be integrated in classrooms this year by SPS personnel.
- SPS trained 17 clinicians in Cognitive Behavioral Intervention for Trauma in Schools (CBITS) and 15 clinicians in “Bounceback,” a variation of CBITS for elementary-aged students.
- SPS pilot-tested validated behavioral health screening measures including the Strengths and Difficulties Questionnaire (SDQ), a trauma screening measure, and The Developmental Assets Profile (DAP).
- SPS continues to be committed to service delivery that affirms the integration of academic, social, emotional, behavioral interventions and supports. SPS identified and implemented those supports for students and staff and also identified the importance of family engagement in service delivery.
- Reviewed needs of clinical intake teams and recommended a rounds structure modeled after a system of care approach.
- Reviewed policies and procedures for suicide prevention and intervention and provided specific language to enhance those policies; planned new procedures for more effectively meeting best practice guidelines in suicide prevention

Workforce Development

- Provided an array of professional development opportunities matching the identified needs of students and school personnel.
- Trainings were based on adult learning principles and learning styles, including a balance of didactic material, reflections on learning, group discussion, and “hands-on” activities.

Data Collection and Evaluation

- Reviewed all data sources relating directly and peripherally to screening, assessing, and intervening on students’ mental health needs.
- Identified strengths and gaps across all data sources and identified needs for enhancement.
- Selected and piloted a children’s mental health screening and outcome measure: Strengths and Difficulties Questionnaire (SDQ), the CBITS screening instrument (Trauma Exposure Checklist), and the Developmental Assets Profile (DAP).
- Provided recommendations to SPS leadership for enhancing data collection and evaluation activities to support early identification and early intervention of mental health needs as well as treatment outcomes.



Revenue Maximization

- SPS made significant progress identifying new and potential sources of additional revenue and technical support to enhance mental health services and supports, consistent with the overall mental health enhancement plan.
- SPS applied for two grants to diversify mental health funding streams, including:
 - “Now is the Time” Project AWARE: Funded by the Department of Health and Human Services and the Substance Abuse and Mental Health Services Administration.
 - The Collaborative for Improvement and Innovation Network Sustainability (CollINS) offered through the Center for School Mental Health at the University Of Maryland School Of Medicine. Funding for this multi-site initiative is provided by the federal Maternal and Child Health Bureau (MCHB) at the U.S. Department of Health and Human Services.
- Other grant opportunities that Stamford is considering pursuing include:
 - Mental Health First Aid
 - CBITS Bridges grant
 - DCF-funded CBITS training grant

Summary

Although considerable progress has been made this year, much remains to be done. SPS, its school-based and school-linked partners, and CHDI have established a plan and priorities for the future that will serve to advance the goals of improving access, quality, and outcomes of mental health services for SPS students.

Facilities

In addition to the Capital Projects, the BOE Facilities Department completed or substantially completed the following projects:

- Stamford High School: Removal of courtyard trees and over growth, removal of 8 large trees at rear entrance, and repair and replacement of sidewalks. Installation of security equipment at front entrance. Removal and abatement of warped floors in the 1926 building. Remove and replace carpet in main office, create new conference room. Rework and reposition front reception area. Plan out new career center; replace rooftop units for arts classroom area.
- Scofield Magnet Middle School: Create 3 new class rooms and relocate Rosco from Basement Area into the Northeast Annex.
- Newfield Elementary School: Repairs to entire steam heat Piping lines above the ceilings and in the tunnel areas. Paint crew painted the entire School and rear driveway reconfigured.



- Springdale Elementary School: Abate, repair and replace rear Auditorium wall, install 20 new Rooftop Exhaust fans
- Rippowam Middle School: Abatement of Hot Water tank, Repair gas pipes in the basement, Abate Tradesman Work Shops and reorganize.
- Dolan Middle School: Abate and renovate the entire Media Center, Assistant Principals Office and PPT Conference room
- Westhill High School: Grind the Courtyard cement sidewalks per trip hazard as assessed by the Risk Manager
- Districtwide IT project: Install Smart Boards and White Boards at Stamford High, Westhill Scofield, Dolan, KT Murphy and Rippowam, also do several Computer Room resets and reconfigurations.

Finance

- 2014-15 Operating Budget surplus of \$7,760 (.0%) on a budget of \$248,664,456.
- Development and approval of 2015-16 Operating Budget of \$255,113,422 (2.63%) to accommodate an anticipated 1.2% student enrollment growth and the reduction of 9.9 positions. The final budget included savings and efficiencies of \$6,224,655 and 28 object codes (41%) were reduced or level funded (year over year).
- Lunch Program surplus for the year in excess of \$220,000
- Position control efficiencies in managing 2,213.9 total positions (teachers, administrators, custodians, paraprofessionals, clerical, security)
- Obtained an additional \$672,709 for Medicaid settlements from the 2012-13 year.
- Developed “dashboard” report to facilitate operational analysis of the Special Education Program.
- Issued 7,353 Purchase Orders for goods and services. Request’s for Proposal (RFP) were completed for the following items:
 - Music Art Therapy
 - Kitchen Appliance Repair
 - Assistive Technology
 - Augmentative Communication
 - Printing HS Program of Studies
 - Erate Consulting
 - Board Certified Behavior Analyst



Grants and Funded Programs

- The Board of Education was awarded \$27,258,096 in state, federal and private funding for the 2014-2015 school year. Grants included the 21st Century Community Learning Center Grants (2), Alliance Grant, School Readiness Grant, State Afterschool Grants (3), Upward Bound Grant, Purdue Pharma, and the Carl D. Perkins Grant.
- SPS was awarded the Arts Catalyst Grant. Through this grant the District partnered with the Stamford Symphony to provide 3rd graders with curriculum from the Carnegie Institute and the opportunity to play with the Stamford Symphony in March 2015.
- The schools partnered with numerous nonprofit organizations to provide before and after school academic and enrichment programs for 6,413 students through the state funded Extended School Hours Grant.
- The Grants and Funded Office managed and coordinated the District Advancement Via Individual Determination (AVID) program. WHS was designated as a Highly Certified AVID schools for the 2015-2016 academic year.
- The Grants and Funded office worked in partnership with the Chamber of Commerce and U.S. Computer Connections to distribute approximately 50 refurbished computers, donated by local companies, to SPS third graders through the TechCycle Program.

Human Resources

- For the 2014-2015 School Year: Hired 160 new teachers, 1 administrator new to Stamford, and 51 Paraeducators to replace resigning or retiring exists staff members or to fill new positions.
- To date for the 2015-2016 School Year: Hired 119 new teachers, 2 administrators new to Stamford, and 20 Paraeducators to replace resigning or retiring exists staff members or to fill new positions.
- Processed retirements (effective 6/30/2015) of 31 teachers and six Paraeducators.
- Processed resignations of 53 teachers and 20 Paraeducators.
- Directed and monitored the recruitment of highly qualified staff.
- Conducted two-day new teacher orientation and ½ day new Paraeducators orientation.
- Completed contract negotiations with the Administrators for 2015-2018.
- Provided workshops for former retirees presenting information about the state-provided health benefits and Social Security. As a result of the information presented at these sessions additional retirees selected the state TRB health plan.
- Increased number of students that purchase student accident insurance thereby decreasing liability expense to the district.



Office of Public Affairs

- Communication with community members, families, and staff has improved as a result of the revised and upgraded SPS website, which includes a subscription-based News and Alerts function that provides notification of important school news and information. The number of subscribers to the Website News and School Announcements increased to more than 2,000.
- Published and distributed: SPS School Calendar, Policy Guide for Families, Middle School Reference Guide, Annual Report to the Community (which was recognized by CABA), and articles for publication in local media.
- In an unprecedented year of crisis management, worked with Superintendent, staff, and BOE members, as well as legal counsel, and consultants to manage the ongoing negative publicity in the district.
- Continued to build relationships with local media by regularly promoting positive school stories, inviting local media to school events, and fielding daily media requests. Throughout the 2014-15 school year, the Office of Public Affairs issued 43 Press Releases and 69 Media Advisories to encourage positive press coverage.
 - From January 2015 to June 2015 there were 100 positive stories, photos/captions in the local print publications, including The Advocate, The Stamford Times and The Stamford Daily Voice.
 - School tours, weekly story ideas, school tours and regular meetings are provided to the Education reporter of the Advocate.
 - The Advocate instituted a weekly School News section, which features many SPS press releases and advisories, as well as coverage on all Student and Staff Recognitions each month.
- Coordinated monthly Student and Staff Achievement recognitions at BOE meetings and added student performances to each monthly meeting.
- Expanded use of Social Media to increase positive work of SPS. number of Twitter followers increased to 2,200.
- Coordinated and communicated major district events, including Staff Convocation, Monthly Student and Staff Achievements, Holiday Greeting Card Competition, Tour Your Schools Day, Teacher of the Year celebration, Retirement and Recognition dinner
- Communicated with Board of Education members, schools, parents, and media as needed regarding incidents involving schools, students or staff. Regularly consult with attorneys/police/health officials as needed.
- Placed advertisements in local media (English and Spanish) for key events, graduation, and Tour Your Schools Day.



Safety and Security

- Continued safety improvements,
- Launched SARA system in all elementary schools in 2014-15 school year.
- Standard security shirts required for all security staff.
- All schools in compliance with the required number of both fire and emergency drills and school safety meetings.
- Ongoing reminders to staff to wear ID badges at all times and to challenge anyone without a badge.
- Continued to reinforce visitor rules so all visitors are required to sign in and out at the main office of each school.

Transportation

- Provided bus service to more than 11,500 eligible students across the city.
- Achieved an on-time rate more than 99%.
- Enhanced effective routing for traffic safety and high efficiencies.
- Continued to utilize cameras and GPS tracking on all city school buses.

<i>School System - Trends</i>		
	2013-14	2014-15
# of National AP scholars	245	263
# of National Merit Semifinalists	18	3
# recognized as a National merit Scholarship winner	0	1
# of employees in total	2,203	2,198
Total grant funding	\$ 26,062,218	27,258,096



PART IV – ELECTED AND APPOINTED BOARDS

10. 29th BOARD OF REPRESENTATIVES

The Board of Representatives is made up of forty (unpaid) elected volunteers. There are twenty districts, and each district elects two representatives every four years, concurrent with the Mayor's term. The next election will be in November of 2017. There are currently twenty-seven (27) Democrats and thirteen (13) Republicans.

Because the Board is made up entirely of volunteers, most of its official meetings takes place during the weekday evenings. The full Board meets regularly the first Monday of every month at 8 PM. The Steering Committee (which sets the next month's agenda) typically meets the 2nd Monday of every month at 7 PM. Board committees typically meet the on weekday evenings during the remainder of the month (see [Board Calendar](#)).

Board of Representative Committees

The Board of Representatives operates on a committee system (see [Committees](#)). All agenda items are assigned to one of the Board's twelve standing committees by the Steering Committee. Most committees meet once a month – and sometimes more frequently if required by the committee agenda.

Committees review each item at their meetings, taking testimony from department heads or other invited speakers. If a public hearing has been scheduled, they also take comments from the public. By recorded vote, each Committee makes recommendations to the full Board on the items assigned to that committee.

Membership and leadership of all committees are determined by the President of the Board. Both Democrats and Republicans serve on all committees – and both Democrats and Republicans serve in leadership positions among the committees.

Most items submitted to the Board are processed and acted upon in one month, including most appointments, supplemental fiscal items, and status reports on items of interest to Board members. Some items, particularly ordinances, require 2 to 3 months – and sometimes much longer if they are complex and controversial items.



All committee and full Board meetings are open to the public and dates and times are published in advance of the meeting. Minutes and votes are published subsequent to each meeting.

Board Authority

The authority of the Board of Representatives is described in the City of Stamford Charter. The Board of Representatives has the following powers, among others:

- Enact ordinances for the government of the city, for the preservation of good order, peace and health, for the welfare and safety of its inhabitants and the protection and security of their property (legislative process);
- Adopt the submitted capital and operating budgets of the City, the WPCA, and the Board of Education (budget process);
- Approve submitted supplemental capital and operating budget requests (fiscal process);
- Fill vacancies in elected offices (Mayor, Town Clerk, Board of Finance, Board of Education, Board of Representatives, and Constables) (appointments process);
- Approve the appointment of City Directors, the Director of Health, the Police Chief and the Fire and Rescue Chief;
- Approve appointments submitted by the Mayor of members to boards, authorities and commissions; establish fees charged by the City (fees process);
- Approve all City personnel contracts
- Reject negotiated and/or arbitrated labor contracts (labor contract process);
- Approve large/multi-year contracts obtained as negotiated proposals;
- Approve leases, sales, and purchases of City owned property.

The Board does not have the power to initiate, restore, or otherwise increase either capital or operating spending proposals. All fiscal expenditures (budget or supplemental) must be submitted by the Mayor (or appropriate agency) and approved by the Board of Finance. The State government also reserves powers over certain matters. For instance, the State has authority over moving traffic regulations and fines.



a. 2014-2015 Legislative Summary

The 29th Board of Representatives took office on December 1, 2013. Elected were 27 Democrats and 13 Republicans. The Board meets in regular sessions on the first Monday of each month. A Steering Committee meeting is held each month to set the agenda for the following month.

During the period July 1, 2014 to June 30, 2015, the Appointments Committee recommended approval of 27 mayoral appointments to various boards and commissions, including 8 civil citation officers.

The Fiscal Committee evaluated 98 appropriations, a transfer to the Rainy Day Fund, a transfer to the Storm-Related Clean-up Fund as well as the operating and capital budget for FY 2015-16. The Fiscal Committee also monitors progress on capital projects and close-outs/reallocations, bid waivers, contract bids, grant funds and the contingency fund. It also reviews applications and agreements to obtain grant funds.

During FY 2015-16, 81 resolutions and 22 ordinances were passed. Significant legislation included:

- An ordinance amending the Purchasing Ordinance to reflect current economic realities and permit the ;
- An ordinance permanently awarding residency points for the entry level police exam;
- An ordinance permanently awarding residency points and volunteer firefighter service points for the for the entry level firefighter civil service exam;
- The creation of a Senior Citizen Tax Abatement Pilot Program to increase the amount of the abatement available to Stamford's Senior Citizens;
- An ordinance implementing Complete Streets; and
- An ordinance creating the position of Bureau Chief, Transportation, Traffic & Parking;
- Approval of the use of the property at 200 Strawberry Hill Avenue as a school, contingent upon State funding; and
- An increase to the local conveyance tax rate.

There are several other committees whose membership worked to bring about the above-listed accomplishments. These committees are: Steering, Legislative & Rules, Land Use-Urban Redevelopment, Operations, Public Safety & Health; Parks and Recreation; Education; Housing/Community Development/Social Services; State & Commerce and Transportation. During



FY 2014-15, there was three special committees: Stamford Water Quality; Performance Metrics; and Cost Savings & Revenue Enhancement.

11. BOARD OF FINANCE

Established and governed by the *City of Stamford Charter*, the Board of Finance is an elected body authorized with specific powers and duties related to the City's finances. The Board's duties include: examining requests for additional appropriations; investigating and determining the fiscal policies of the City; approving the Mayor's Proposed Operating, Special Funds, and Capital budgets, and the proposed Board of Education budget; transmitting the approved budgets to the Board of Representatives for final approval; and determining and fixing the tax rates in each of the City's tax districts. The Board of Finance may also determine the type of bonds relating to the issuance and sale of general obligation bonds and bond anticipation notes.

The Board of Finance is composed of six members, each of whom hold office for a four (4) year term. Board members are elected by Stamford voters in citywide elections for staggered terms—one half of the membership is elected at each biennial municipal election. The members serve without compensation.

The Board of Finance holds its regular meetings on the second Thursday of each month, unless changed by resolution of the Board. These meetings are held in the Board of Finance Meeting Room, located on the Fourth Floor, Stamford Government Center, 888 Washington Boulevard. Meetings are open to the public and include a period of time, not to exceed 30 minutes, at the opening of each meeting for the public to address the Board on any item on the meeting agenda.

In addition to regular meetings, special meetings may be called by the Mayor or by any two members of the Board to address urgent issues or requests. The Board also holds hearings on the Mayor's Proposed Operating and Capital Budgets and the Board of Education's proposed budget. The Board then votes on these budgets which they may accept, reject, or reduce on a line-item basis.

The Office of Board of Finance is staffed by a permanent Clerk/Staff Person and its office is located on the 4th floor of the Stamford Government Center.



a. 2014-2015 Summary

During the 2014-15 fiscal year, in addition to its twelve (12) regular meetings, the Board held three (3) special meetings, and one (1) Joint Public Hearing with the Board of Representatives. Also, the Board held a total of nine (9) City Departmental budget hearings during the months of March-April, one (1) Special Budget Meeting in April where the Board took action on the budget, and one (1) Mill Rate Meeting in May, where the Board of Finance set the Mill Rate .

<i>Board of Representatives & Finance - Trends</i>			
Boards & Commissions	2012-13	2013-14	2014-15
Ordinances enacted by BOR	15	13	22
# of meetings held by BOF	24	27	27

12. PLANNING BOARD

The Planning Board has responsibilities for preparing, adopting and amending the Master Plan; regulating the subdivision of land; neighborhood planning; providing advisory reports to other Land Use Boards; preparing the capital improvements program; and reviewing all Public Works projects.

a. 2014-2015 Summary

In the past fiscal year, the West Side Transportation Study was expanded as a follow-up study to the West Side Neighborhood Plan, with planning consulting services provided by Fitzgerald & Halliday, Inc. The key goals of this study are to: 1) identify transportation and economic development impediments to revitalize the West Side neighborhood, and 2) to recommend solutions to those impediments. Work was completed on two significant planning initiatives: 1) The Board adopted the Stamford Master Plan 2015-2025, and 2) accepted the final report of the Transit Oriented Development Feasibility Study that focuses on the Springdale and Glenbrook neighborhoods.

As previously reported, the City selected BFJ Planning to prepare the updated Master Plan for the City. The Planning Board held two public hearings on the Draft Master Plan on October 7th and 14th, and on December 16, 2014 adopted the Final Stamford Master Plan 2015-2025, which replaced the 2002 Master Plan. The City worked with the firm of Goody Clancy in the development of the



Glenbrook/Springdale Transit Oriented Development Study. The Planning Board accepted the Final Glenbrook/ Springdale Transit Oriented Development Report at its June 30, 2015 meeting and set September 1, 2015 for a public hearing for a Master Plan Map Change.

The Planning Board reviewed and approved nine (9) subdivisions, creating thirty-three (33) new building lots. In its advisory capacity role, the Planning Board reviewed thirty-nine (39) Zoning Board applications regarding text amendments, zoning map changes and special exception requests, and reviewed sixty-three (63) Zoning Board of Appeals applications regarding variances and special exception requests. In addition, the Planning Board reviewed twenty-nine (29) supplemental capital budget requests, and contracts with the City and outside services.

The Stamford Charter sets out ground rules and timing for formulation and adoption of the Capital Budget: a process which the Planning Board initiated in September with the scheduling of departmental reviews and ended in February with a public hearing on the proposed budget held on February 3, 2015, and submitted the Recommended Capital Budget to the Mayor on February 23, 2015. Upon receiving \$152,638,342 after reimbursable grants in project requests, the Board reviewed, deliberated and ultimately recommended a Capital Budget of \$97,892,810 or \$104,174,810 after reimbursable grants, for FY2015-16.

13. ZONING BOARD

The Zoning Board has responsibilities for regulating the use of land and buildings within the City. The Board prepares, adopts and amends the Zoning Regulations and Zoning Map so as to control and guide the appropriate use and development of property. The Board also administratively reviews Site & Architectural plans, Special Exceptions, Coastal Site Plan applications, Motor Vehicle Locations and Aquifer Protection permits. This year was a busy one, with the Zoning Board acting on a total of sixty-nine (69) applications this fiscal year – a slight increase of approximately 10% over the previous year. In FY 2014-15, the Zoning Board considered eighteen (18) amendments of the Zoning Regulations and two (2) changes in the Zoning Map. Twenty-nine (29) coastal site plans, four (4) motor vehicle locations, one (1) general development plan, and fifteen (15) other site plans and/or special exceptions were also considered.



a. 2014-15 Highlights

Highlights of the diverse applications approved by the Board this year

Approval of multiple applications in and around the Downtown that support a thriving residential community near the Downtown and the Stamford Transportation Center, including:

- Approval of Atlantic Station, a 650-unit residential development consisting of two 20+ story towers adjacent to the former Post Office. Plans also include renovation of the Post Office for restaurant, retail or commercial use.
- Approval of a 6+ story development adjacent to the Government Center, Rippowam Place, which will house 122 residential units and over 8,700 square feet of ground floor restaurant/retail space.
- Continued progress in the South End included the approval of final site plans for the Harbor Point “S3” block to enable the construction of a 240-unit residential development in place of a previously-approved hotel. The BLT-funded jitney connection with the Downtown continues to grow in popularity.

Certain neighborhoods are expected to benefit from a variety of Board actions:

- In Waterside, the significant waterfront residential development, Baypointe, was approved, which will result in 109 new units and a significant public access connection that has taken years to achieve along this section of the waterfront.
- In the West Side, the Zoning Board supported the ongoing revitalization efforts of Charter Oak Communities by approving Phase II of the Vidal Court Revitalization, which will include 78 apartments and 21,000 square feet of commercial space and will promote continued enhancement of the neighborhood in partnership with Stamford Hospital.
- Text changes to the Village Commercial (VC) District were made to increase the height of buildings in Glenbrook to match other VC Districts, to improve the appearance of the step back above the third floor, to enhance the use of sidewalk/streetscape areas and to clarify parking standards.
- Two new projects, one residential and one commercial, were approved in the Springdale Village Commercial District.
- The Zoning Department worked closely with the Planning Board in completing a comprehensive study, prepared by renowned consultants Goody Clancy, of the Glenbrook and Springdale neighborhoods to enhance their location for Transit Oriented Development (TOD).

To round out the year, the Zoning Board also approved two very different text changes to make certain standards more flexible: one that will enable property owners to more easily comply with elevation



standards in the floodplain along Stamford's coast, and one that will enable farms in Stamford to more readily locate barns and other farm accessory structures on their properties.

<i>Land Use – At a Glance</i>		
<u>Land Use Category</u>	<u>Acres</u>	<u>Percent</u>
Zoned for single family	19,688	80.0%
Zoned for multi-family	1,965	8.0
Zoned for mixed use	336	1.4
Zoned for business	754	3.1
Zoned for industry	982	4.0
Zoned for open space	<u>863</u>	<u>3.5</u>
Total	24,588	100.0%

14. ZONING BOARD OF APPEALS

A major function of the Zoning Board of Appeals is to consider variances of the zoning regulations where there is unusual hardship in the way of carrying out the strict letter of these regulations.

Uses of property permitted under the zoning regulations, but subject to the approval of the Board, are also considered under the heading of Special Exceptions. In addition, the Board hears Appeals from decisions of the Zoning Enforcement Officer.

In the fiscal year 2014/2015 there was a slight decrease in applications submitted to the Zoning Board of Appeals. The Zoning Board of Appeals considered eighty nine (89) applications.

15. TAX ASSESSMENT BOARD OF APPEALS

The Assessor's Office is responsible for preparing the annual Grand List of both taxable and exempt property located within the City of Stamford. The Grand List is comprised of all Real Estate, Motor Vehicles, and Business Personal Property Assets.

In addition, all exemptions and benefits authorized under State and local law are processed in a timely manner.



The Net Taxable Grand List for October 1, 2014 after the Board of Assessment Appeals is:

<i>Tax Assessment – At a Glance</i>		
	Net Taxable	FY 15-16 Mill Rates
Real Estate	17,311,234,226	A 25.43
Motor Vehicle	893,550,900	B 24.89
Personal Property	1,099,129,941	C 24.14
Total	19,303,915,067	CS 24.61
Auto		27.25
Personal Property		25.43

<i>Tax Assessment – Trends</i>		
Tax Assessment	2013-14	2014-15
- Net Grand List all taxable property (October 1)	\$ 18,839,166,277	\$18,989,740,227

16. ENVIRONMENTAL PROTECTION BOARD

The Environmental Protection Board (EPB) is organized by ordinance as a multi-purpose City agency combining the duties and responsibilities of: 1) a local Inland Wetlands and Watercourses Agency, 2) a local Conservation Commission, and 3) a local Flood and Erosion Control Board. The EPB has regulatory responsibilities, including issuing special permits for development activities on properties having inland wetlands and watercourses, buffer/setback areas, and designated flood hazard areas. The EPB also has advisory responsibilities, providing review, technical assistance and comment on the potential impact of subdivisions, coastal site plan reviews, site plan reviews, variances, special exceptions, drainage/erosion control plans, utility installations, and other related matters. Information/comments are disseminated to City Boards, Commissions, Departments, professional consultants and members of the public. Finally, the EPB has stewardship responsibilities, including recommendations for the creation and subsequent monitoring of open space areas and public points of access to Stamford's waterfront and shoreline areas. EPB Staff (Environmental Planner and Environmental Analyst) in cooperation with other City



departments, inspects development projects to ensure conformance with issued permits/approvals and City standards, acts as the designated liaison with State and Federal officials on matters of wetland/floodplain/coastal management, and administers the City's participation in the Federal Emergency Management Agency's Community Rating System (CRS).

In Fiscal Year 2014-15, EPB Staff responded to 4,832 public inquiries during its regular office hours, reviewed 1,462 applications for building and/or septic permit, and evaluated 85 formal wetland/coastal/subdivision applications. EPB Staff also performed essential functions in the development and implementation of the Stamford's MS4 Program ("Municipal Separate Storm Sewer System"), improved efforts to update pertinent resource layers in the City's Geographic Information System (GIS), enhanced the EPB website, contributed to the evaluation of the City's on-line building permit system, and maintained Stamford's good standing in FEMA's CRS Program.

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<i>Environmental Protection Board - Trends</i>			
	2012-13	2013-14	2014-15
Public inquiries	4,798	4,900	4,832
Applications reviewed	1,584	1,505	1,462
Formal wetland/coastal/subdivison applications	62	56	63



17. BOARD OF ETHICS

The Board of Ethics (the “Board”) issues an Annual Advisory Report (the “Report”) pursuant to Section 19-4.E(2) of The Stamford Municipal Code of Ethics (the “Code”). It is for the period beginning June 30, 2014 (the date of the Board’s last Annual Report) and ending July 7, 2015 (the “Report Period”).

The Board engaged in the following activities during the Report Period:

- a. Advisory Opinions. During the Report Period, the Board received six requests for and issued five advisory opinions. All of the requests involved questions of potential conflicts of interest.
- b. Formal Complaints. The Board did not receive any ethics complaints this year.
- c. Recommendations Issued In a letter dated December 2014. The Board issued recommendations to the Board of Representatives for changes and clarifications to provisions of the Code. The Board does not have any additional recommendations at this time.
- d. Training. Four Board members participated in the Freedom of Information training that was made available to all boards.
- e. Guidelines. Issued The Board has issued a set of guidelines to help officers and employees interpret section 19-9(B)(3) of the Code, which addresses restrictions on attending events at which food, beverages or entertainment are provided.
- f. The Board continues to have a vacancy that has remained unfilled this year.

18. OTHER BOARDS & COMMISSIONS

Minutes & Agendas, along with video recordings of the proceedings of several of the commissions can be accessed through the webpage identified with each board/commission/committee below.

(Additional non-city commissions are listed on the City website, including various Charter Oak property boards.)

Boards and Commissions Quick links	Long Ridge Fire Service Task Force
Animal Control Task Force	Mayor’s Multicultural Council
Anti-Blight	Municipal Building Board of Appeals
Board of Assessment Appeals	Old Long Ridge Historic District Meetings
Board of Education	Old Town Hall Redevelopment Agency
Board of Ethics	OPEB Board of Trustees
Board of Finance	Parks and Recreation Commission



Board of Representatives	Patriotic & Special Events
Camera Review Committee	Personnel Commission
Classified Employees Retirement Fund	Planning Board
Commission on Aging	Police Commission
Custodian Retirement Fund	Police Pension Board
E. Gaynor Brennan Golf Commission	School Building Committee
Economic Development Commission	Smith House Healthcare Center
Energy Improvement District Board	Social Services Commission
Enterprise Zone Board	Stamford Golf Authority
Environmental Protection Board	Stamford Investment Advisory Committee
Fire Commission	Stamford School Readiness Council
Firefighters' Pension Fund	Stamford Transit District
Harbor Management Commission	SWRPA
Harbor Point Infrastructure Improvement District	Tax Abatement Committee
Health Commission (DHSS)	Tax Assessment Board of Appeals
Historic Preservation Advisory Commission	Traffic Advisory Committee
Investment Advisory Committee	Traffic Hearing Officer
Urban Redevelopment Commission	Zoning Board
Water Pollution Control Authority	Zoning Board of Appeals

PART V – OTHER – AUTHORITIES/OUTSIDE AGENCIES

19. WATER POLLUTION CONTROL AUTHORITY

The Stamford Water Pollution Control Authority (SWPCA) is responsible for the operation and maintenance of a 24 million gallon per day (MGD) advanced wastewater treatment plant, approximately 260 miles of sanitary sewer, 23 sanitary pumping stations, 4 storm water pumping stations and 9,000 feet of flood control barrier. The SWPCA also provides wastewater conveyance and treatment for the Town of Darien.



The Board of Directors and the Staff of the WPCA continue to make tremendous progress, both financially and operationally. On the financial side, the WPCA has been successful in paying back a substantial amount of money owed to the City. This has been accomplished in a relatively short period of time as a result of improved operating efficiencies, conservative budgeting, and more appropriate collection practices. Focusing on improving the Authority's collection practices has resulted in the achievement of a 99% collection rate on amounts past due. Formalizing those practices has helped collection efforts, as the Authority is projecting a 95.5% collection rate on current billings.

Over the years, the Authority has relied on loans from the City in order to fund a portion of its operating and capital budgets, mainly as a result of poor collection practices and inadequate user-rate setting. From June 30, 2013, the total amount owed to the City approached \$8 million, \$4.7 million in Operating and \$3.3 million in Capital. As of June 30, 2015, the amount owed to the city for Operating was \$1 million and the amount owed for Capital was zero. In its FY 2016 budget, the WPCA will completely pay off the Operating loan and will end the fiscal year with a zero balance owed to the City. In addition, the WPCA will also end the current fiscal year with an internal operating reserve fund of nearly \$6 million. This reserve has been funded over the past three years and will be maintained for unforeseen operating or capital needs.

On the Operational side, the Board and Staff have worked diligently to implement and fund a proactive five-year capital improvement plan that adequately plans for important plant upgrades to items such as critical pumps and ultraviolet disinfection. The staff is also responsible for the "best-in-class" wastewater treatment achieved this year, as evidenced in earning record nitrogen credits in excess of \$1 million. In addition, much attention was paid to improving odor control measures; which have successfully improved the quality of life in the neighborhoods surrounding the facility.

Fiscal Year 2015-16 priorities include the continued improvement in financial and operating efficiencies. The staff continues to address issues involving infiltration and inflow into the wastewater system by assessing the condition of the subsurface infrastructure and is refining and implementing updated high-flow operating procedures used to address surges in flows which result from high-impact rain events. In addition, the Board and the Staff are reviewing existing and formalizing new financial and operational policies, which will ensure that developed best-practices are continued in future years.



WPCA - At a Glance	
Gallons per day	24 million
Miles of sanitary sewer	260
Sanitary Pumping Stations	23
Storm water pumping stations	4
Flood control barrier	9,000 feet

WPCA – Trends		
	As at 6/30/13	As at 6/30/15
Operating Debt – owed to City of Stamford	\$4.7 million	\$1.0 million
Capital Debt – owed to City of Stamford	\$3.3 million	\$0

20. SMITH HOUSE NURSING & REHABILITATION CENTER

The City of Stamford Smith House Health Care Center located at 88 Rock Rimmon Road (North Stamford) has provided healthcare services to Stamford residents for over 52 years. These include short term programs for those patients needing a place to recover after a hospitalization and for those residents that need extended long term care, dementia special care, or end of life care we are here to provide for those in need. Also, our onsite licensed outpatient rehabilitation therapy clinic provided physical, occupational and speech language pathology in our convenient location to the community. Smith House admitted 223 patients/residents this year predominately through our short term programs and discharged the majority back to their homes.

- Smith House maintained its 4 STAR rating from Medicare.gov which is an indication of the quality of care being provided to our community 24 hours per day 7 days a week.
- Consultants and the long tenured staff at Smith House continued to provide care in the areas of Skilled Nursing, Rehab Therapies, Food and Nutrition, Psychosocial therapies, Therapeutic recreation, Physician and APRN services, Physiatry, pain management and specialty wound care.
- We have also maintained a clean environment in our 75,000 square foot building by having dedicated staff in our Housekeeping, Laundry, and Maintenance departments. Our Business Office staff and Admissions staff are always available to answer questions about the health care system we operate in and our clerical staff always greets you with a smile.



Census

The patient/resident census decreased over last year mainly due to a shift in the care delivery system with a new emphasis on caring for people in their homes versus nursing homes. Our occupancy was reduced to approximately 90% which is still above the average in Fairfield County and the State overall.

Management

Throughout the year replacement of key management positions due to retirement was initiated and an immediate impact was apparent in the fiscal year as our most recent Federal and State inspection was the best in over a decade. These include the Director of Nurses, Assistant Director of Nurses, Food Service Director and Dietician.

<i>Smith House – Trends*</i>		
	2013-14	2014-15
Occupancy Rate	95%	90%

**City administration officials announced in October of 2016 that it will be applying to the State of Connecticut for a Certificate of Need authorization to close this facility.*

21. OUTSIDE ORGANIZATIONS THAT RECEIVE CITY FUNDING

The City of Stamford has provided funding to several outside organizations:

<i>Community Centers – Trends</i>		
	2013-14	2014-15
Yerwood Center	\$51,919	\$0
Chester Addison	30,000	33,000
Lathon Wider	43,057	0
Glenbrook	23,175	25,493
East Side	20,000	20,600
Multicultural Council	8,258	15,000
<i>Non City Social Services – Trends</i>		
	2013-14	2014-15
Senior Center	\$175,000	\$180,000
Shelter for the Homeless	36,800	40,000
Inspirica	43,200	47,520
Charter Oak Communities	94,500	94,500



Non City Cultural – Trends		
	2013-14	2014-15
Stamford Museum & Nature Center	\$1,020,000	\$1,176,600
Ferguson Library	7,140,000	7,891,700
DSSD – various events	100,000	125,000
Stamford Historical Society	30,000	33,000
Bartlett Arboretum	309,000	275,000
Park Square West Garage	81,344	81,344
Old Town Hall Redevelopment Authority	200,396	135,619
School Readiness Program	75,000	82,500
Mill River Collaborative	250,000	350,000
Project Music	0	40,000